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AGENDAS/MINUTES
COMMITTEE OF THE WHOLE
CITY OF HAMILTON

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GOVERNMENT DOCUMENTS

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-036

Tuesday, October 22, 2002

9:30 a.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. ADOPTION OF MINUTES

2.1 October 15, 2002

3. DELEGATION REQUESTS

None

4. CONSENT ITEMS

4.1 Early Years Update (SPH011039a)) (City Wide)

5. PRESENTATIONS

5.1 Social Development Strategy: Vision and Next Steps (SPH02001(a))

DISCUSSION ITEMS

6. REPORTS BY VOLUNTEER CO-ORDINATING COMMITTEES

6.1 Community Services Volunteer Co-ordinating Committee Report 02-002 - Request for funding for Hamilton Veteran's Committee

6.2 Community Services Volunteer Co-ordinating Committee Report 02-003 - Request for Funding for Hamilton Historical Board (CS02086) (City Wide)

6.3 Corporate Secretariat Volunteer Co-ordinating Committee Report 02-002 (to be distributed)

7. ITEMS REFERRED BY CITY COUNCIL

7.1 Memorandum from Peter Crockett, General Manager respecting Taro Community Liaison Committee - Reply to Council Correspondence of September 25, 2002

8. CITY MANAGER

None

9. COMMUNITY SERVICES

None

10. CORPORATE SECRETARIAT

None

11. ECONOMIC DEVELOPMENT

None

12. FINANCE AND CORPORATE SERVICES

12.1 Hamilton Hydro Inc. Fair Credit Risk Regulation (FCS02041) - (to be distributed)

13. HUMAN RESOURCES

None

14. PLANNING AND DEVELOPMENT

14.1 Noise By-law (PD02166)

Note: This item was TABLED on October 1st pending the scheduling of a consultation meeting with members of Council and was to be brought back to Committee of the Whole as soon as possible, following the consultation. Draft By-law was previously distributed and will not be reproduced. It may be viewed in the City Clerk's Office.

14.2 Noise By-law (PD02166(a)) (to be distributed)

15. SOCIAL AND PUBLIC HEALTH SERVICES

None

16. TRANSPORTATION, OPERATIONS AND ENVIRONMENT

None

17. JOINT DEPARTMENTAL REPORTS

None

18. REPORTS BY SUB-COMMITTEES

None

19. MOTIONS

None

20. NOTICES OF MOTIONS

None

21. GENERAL INFORMATION

None

22. PRIVATE AND CONFIDENTIAL

22.1 Personnel Matter

23. ADJOURNMENT

OUTSTANDING BUSINESS

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
A.	Report on Colliers Recommendations – HECFI Facilities	March 28/01	Community Services		2002 - Q1
B.	Demolition of 226 Avondale Street	April 25/01	N/A		TABLED by Ward Councillor
C.	Toll for Red Hill Creek Expressway	Nov 21/01	TOE/Finance	Staff to bring a report back on option for tolling Red Hill Creek Expressway	Awaiting Provincial Regulations
D.	Spreading of Biosolids	Nov 21/01	Transportation and Environment	TABLED pending Staff report	
E.	Urban Boundary	Dec 4/01	Planning & Development	Referral by HSC for staff to report back to COW	2002 – Q2
F.	Community Safety Zones	Dec5/01	Transportation and Environment	Referred back to staff for further consideration	2002 – Q2
G.	People's Panel	Dec5/01	TBD	Staff to report back on financial and staffing implications, selection process, terms of reference and implementation timeline	
H.	Aquafit Seniors/Disabled Fees	March 5/02	Community Services	Staff to prepare critical analysis	
I.	Council Communication - Residential Care Facilities	Jan. 23/02	Social and Public Health Services	Referred to staff for comments	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
J.	Strategy to attract Factory Outlet stores	Feb. 13/02/further updated on August 6/02	Economic Development	Staff to bring implementation plan to Committee	
K.	Strategy for priortizing abandoned industrial and commercial warehouse structures	Feb. 13/02 Aug. 13/02 follow-up request made	CMT	Staff to bring implementation plan to Committee	
L.	Shortage of Area Doctors	March 6/02 Council	Social and Public Health	Staff to report back on shortages	
M.	Remuneration and Expenses	March 5/02	Finance and Corporate Services	Staff to report back in future reports highlighting offsetting revenues which create a net expenditure, consultation with Councillors, indication of expenses authorized as Council expenses	March 2003
N.	Pest Control	May 7/02	Planning and Development	Staff to report back on control of pests/rodents prior to demolition permit issued	
O.	Marina Assets	May 7/02	Community Services	Staff to report back on the selling of Marina assets to Port Authority	
P.	Alternative Service Delivery for installation of roadway signs and posts	May 7/02	TOE	Staff to report back with results and recommendation on this matter	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Q.	Hannon Post Office	May 7/02	Corporate Secretariat	Staff to report back on possibility of address changes that align with telephone exchanges	
R.	Correspondence from Hamilton District Labour Council/HUC Corporation Position Paper	Apr. 30/02	F&CS and HUC	Staff to bring report back	
S.	HR Matters	May 7/02	Economic Development	Staff to report back	
T.	Consolidated Rural Municipal Numbering By-law	May 7/02	Planning and Development	Referred to staff for outside pricing and report back	
U.	Municipal Tax Competitiveness Study	May 23/02	Finance and Corporate Services	Referred to a Future COW in September	Nov./02
V.	Options for returning profits - Hydro	June 10/02	Finance and Corporate Services	Staff to report back with options for returning profits	
W.	Capital Program to modify mountable curb driveway approaches	July 2/02	TOE	Three sections tabled pending public consultation	
X.	Roles and Responsibilities of Committee of Adjustment	July 2/02	Planning and Development	Tabled pending further consultation with the community and report back on policy addressing political influence	
Y.	Uncovered crossovers on highways	August 6/02	Risk Management and Legal	Staff to bring report back on uncovered crossovers on highways	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Z.	Delivery of ambulance services, response times, standards, dispatch	August 6/02	Chief Peace	Staff to bring report back on status of delivery	
AA.	Floating Casino - West Harbour	August 13/02	Legal Services	Staff to report back on feasibility of securing a casino license for floating casino	
BB.	Downtown cleanliness	August 13/02	TOE	Staff to report back on how much it cost to keep the downtown clean prior and during FCM	
CC.	Correspondence from Ministry of Transportation respecting Highway 6 from Highway 5 to Concession	Council Communication of July 10, 2002	TOE	Staff to report back to Committee of the Whole	
DD.	Petition - reduction in speed on Leeming Road	Council Communication of August 14	TOE	Staff to report back to Committee of the Whole	
EE.	Correspondence from Municipality of Niagara respecting Water Quality Protection Strategy	Council Communication of August 14, 2002	TOE	Staff to report back to Committee of the Whole	
FF.	Correspondence from Mr. Reginald Beaudry respecting Tree Species List	Council Communication of September 11, 2002	Community Services	Staff to report back to Committee of the Whole as part of the Forestry Management Plan exercise	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
GG.	Hamilton Future Fund	Sept. 10/02	Finance and Corporate Services	Staff to provide monthly reports to Council and Trustee Panel on the approved projects to assist in monitoring	Ongoing
HH.	Services Review - City Maintenance Operations	Sept/10/02	City Manager	City Manager to provide ongoing and final reports to Council on behalf of the Services Review Committee	Ongoing
II.	Report of the Accommodations Study Sub-Committee	Sept. 10/02	Community Services	A meeting of the sub-committee to occur. Staff directed to report back	Nov./02
JJ.	Motion - ODSP Bus Pass	Sept. 10/02	Social and Public Health	Staff to report back on feasibility of a subsidy program	
KK.	Fee Waiver Policy	Sept. 10/02	Community Services	Staff to report back as part of the annual budget on the extent to which the City subsidizes third party use	Budget Deliberations
LL.	Hamilton's Wastewater System	Sept. 17/02	TOE	Staff to investigate possible partnership re: dredging of the Windemere basin, Updates on compliance, overstrength and surcharge agreements	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
MM.	Subsection g) HMRF/HWRF Pension Administration Sub-Committee Report	Sept. 24/02	COW	Tabled pending delegation from Hamilton Police Association appearing at HSC	October/02
NN.	Development charges and building permit fees for the Hamilton Regional Cancer Centre and St. Joseph's Healthcare	Sept. 17/02	City Manager/ Finance and Corporate Services/ Planning and Development	Deferred for one month	November/2002
OO.	By-law to regulate postering of signs on public property	Sept. 17/02	TOE & FCS	Staff to prepare by-law to regulate	

SECTION 2

2.1

Committee of the Whole
MINUTES
9:30 a.m.
Tuesday, October 15, 2002
Council Chambers
Hamilton City Hall
71 Main Street West, Hamilton

Present:	Deputy Mayor M. Ferguson Councillors A. Bain, D. Braden, M. Caplan, C. Collins, F. D'Amico, L. Dilanni, A. Horwath, T. Jackson, B. Kelly, S. Merulla, M. McCarthy, D. Mitchell, B. Morelli, R. Powers
Absent with regrets:	Mayor R. Wade – City Business
Also Present:	L. Coveyduck, Acting City Manager J. Rinaldo, General Manager, Finance and Corporate Services P. Crockett, General Manager of Transportation Operations and Environment B. Fenwick, Acting General Manager, Community Services J.A. Priel, General Manager, Social and Public Health Services C. Graham, General Manager, Human Resources N. Everson, Executive Director, Economic Development K. Christenson, City Clerk R. Caterini, Deputy Clerk M. Gallagher, Co-ordinator, Council/Committee of the Whole

Deputy Mayor M. Ferguson called the meeting to order.

THE FOLLOWING ITEMS WERE REPORTED TO CITY COUNCIL FOR CONSIDERATION:

1. **Appointment of the Chief Building Official, Deputies and Inspectors (PD01011(a)) (City Wide) (Item 4.1)**

   That the By-law attached to Report PD01011(a) respecting the appointments of the Chief Building Official, Deputies and Inspectors be approved. **CARRIED**.

2. **Amend By-law No. 01-068 Appointment of Municipal Law Enforcement Officers (PD01071(b))(City Wide) (Item 4.2)**

   That the amending By-law attached to Report PD01071(b) respecting the Appointment of Municipal Law Enforcement Officers for the City of Hamilton By-law No. 01-068 be approved. **CARRIED**

3. **Request for Removal of the Holding (H) Provision - Lands Located at 369-377 Highway No. 8, in the Former City of Stoney Creek (PD02208) (Ward 10) (Item 4.3)**

   (a) That approval be given to **Zoning Application ZAR-02-65, Adorn Investments Limited, owner,** requesting removal of the Holding "H" Provision under Section 36(1) of the Planning Act, R.S.O., 1990, to allow use of the land, in accordance with the General Commercial "GC-46" Zone, for those lands located at 369-377 Highway No. 8, as shown on Appendix "A" to Report PD02208, on the following basis:

      (i) That the subject lands be rezoned from the General Commercial Holding "GC-46(H)" Zone to the General Commercial "GC-46" Zone.

   (b) That the draft By-law to amend Zoning By-law No. 3692-92, attached as Appendix "B" to Report PD02208, be forwarded to Council for adoption. **CARRIED**

4. **Request for Stop Control at the Intersection of Christopher Drive and Christie Street (TOE02187) (Ward 8) (Item 4.4)**

   (a) That southbound stop control be implemented on Christie Street at Christopher Drive; and

   (b) That the attached by-law to amend the City of Hamilton Traffic By-law 01-215 be passed and enacted. **CARRIED**

5. **Intersection Control - Maple Avenue and Park Row South (TOE02186) (Ward 4) (Item 4.5)**

   (a) That an all-way stop control be implemented at the intersection of Maple Avenue and Park Row South; and

   (b) That the attached by-law to amend the City of Hamilton Traffic By-law 01-215 be approved and enacted. **CARRIED**

6. **Heritage Permit Application (HP2002-025) under Part V of the Ontario Heritage Act - 883 Beach Boulevard within the Hamilton Beach Heritage Conservation District, City of Hamilton (PD02206) (Item 4.6)**

   That Heritage Permit (HP2002-025) be approved for the construction of a detached residence and garage at 883 Beach Boulevard, Hamilton, according to the drawings, attached as Appendix B to Report PD02206, accompanying the permit application. **CARRIED**

7. **Heritage Permit Application (HP2002-024) under Part V of the Ontario Heritage Act - 996 Beach Boulevard within the Hamilton Beach Heritage Conservation District, City of Hamilton (PD02207) (Item 4.7)**

   That Heritage Permit (HP2002-024) be approved for the construction of a detached residence and garage at 996 Beach Boulevard, Hamilton, according to the drawings, attached as Appendix B to Report PD02207, accompanying the permit application. **CARRIED**

8. **Heritage Permit Application (HP2002-022) under Part V of the Ontario Heritage Act - 7 Melville Street, Former Town of Dundas (PD02148) (Ward 13) (Item 4.8)**

   That Heritage Permit (HP-2002-022) be approved for the reconstruction of a period front porch at 7 Melville Street, Dundas, in accordance with the illustration, attached as Appendix B to Report PD02148, accompanying the permit application. **CARRIED**

9. **Revision to Heritage Permit Application (HP2002-009) under Part V of the Ontario Heritage Act - 991 Beach Boulevard within the Hamilton Beach Heritage Conservation District, City of Hamilton (PD02099(a)) (Ward 5) (Item 4.9)**

   That Item 9 of Committee of the Whole Report 02-024 approved by City Council on June 12, 2002 be amended by adding the following condition as subsection (c):

"(c) That the use of stucco, clapboard, board and batten, shingles or a combination thereof on the projecting window bays indicated on the drawings accompanying the permit application be permitted subject to the following condition:

(i) That the final cladding details when determined by the applicant be submitted to heritage staff for approval prior to installation." **CARRIED**

10. Demolition Permit - 173 Rymal Road West (PD02170) (Ward 8) (Item 4.10)

That the Director of Building and Licensing be authorized and directed to issue a demolition permit for 173 Rymal Road West in accordance with Demolition Control By-Law 74-209 pursuant to Section 33 of The Planning Act as amended. **CARRIED**

11. Demolition Permit - 1428 Upper James Street (PD02172) (Ward 8) (Item 4.11)

That the Director of Building and Licensing be authorized and directed to issue a demolition permit for 1428 Upper James Street in accordance with By-Law 74-209 pursuant to Section 33 of The Planning Act as amended, subject to the applicant entering into a Site Plan Agreement approved by the Planning and Development Department. **CARRIED**

12. Naming Policy for Public Parks and Recreation Facilities (CS02088) (City Wide) (Item 4.12)

That the Naming Policy for Public Parks and Recreation Facilities, attached to report CS02088 as Appendix A be approved. **CARRIED**

13. Hamilton Port Authority Taxation (FCS02060) (City Wide) (Item 4.13)

That report FCS02060 respecting Hamilton Port Authority Taxation be received for information. **CARRIED**

14. Minor Variance from the Provisions and Regulations of Sign By-law No. 3042-89, as Amended, a By-law To regulate the size, use, location and maintenance of signs and advertising devices within the City of Stoney Creek (PD02202) (Ward 11) (Item 4.14)

That approval be given to Sign Variance Application SV-02-03, Imperial Oil Limited, Owner, for a minor variance under Section 10. a) of the City of Stoney Creek Sign By-law No. 3042-89, as amended, for signage at 249 Upper Centennial Parkway, in the former municipality of Stoney Creek, as shown on Appendix "A" to Report PD02202, allowing the combined area of two (2) signs on the architectural elevation of the building to be 15 sq.m., whereas 9.5 sq.m (15%) is permitted, and allowing one (1) of those signs to project 1.5m beyond the wall to which it is affixed, whereas only a 0.6m projection is permitted. **CARRIED**

15. Safe All Night Dance Events (SPH00039(a))(City Wide) (Item 4.15)

That the Safe All Night Dance Events Task Group be authorized and directed to continue to meet to review issues relevant to their initial mandate from Council. **CARRIED**

16. Emergency Services Reciprocal Assistance Agreements (CS02085) (Item 7.1)

(a) That the City of Hamilton enter into an Agreement with the County of Brant, City of Burlington, City of Cambridge, Town of Grimsby, Haldimand County, Township of North Dumfries, Township of Puslinch and the Town of West Lincoln and such other municipalities as deemed appropriate for the mutual provision of emergency services assistance;

(b) That the Mayor and City Clerk be authorized and directed to execute all such agreements in a form that is satisfactory to the City Manager and City Solicitor. **CARRIED**

17. Corporate Occupational Health and Safety Policy (HUR02013) (City Wide) (Item 11.1)

(a) That City Council approve and support staff in implementing the Occupational Health and Safety Policy attached as Appendix A to Report HUR02013.
Note: Approval and implementation of the Occupational Health and Safety Policy will assist the City of Hamilton to comply with the Occupational Health and Safety Act and to achieve its

vision of being “a safe, healthy and sustainable community” and a "City of Choice for high performing public servants".

(b) That this policy replaces any previously documented Occupational Health and Safety policy statements held by the predecessor municipalities. **CARRIED**

18. Residential Rehabilitation Assistance Program (RRAP) - 2002/2003 Funding Allocation (PD02204) (City Wide) (Item 12.1)

(a) That the 2002/2003 Budget Allocation for the Residential Rehabilitation Assistance Program (RRAP) from Canada Mortgage and Housing Corporation (CMHC), as noted below and in the Supplemental Agreement attached as Appendix “A” to Report PD02204, be received:

Homeowner RRAP -	$450,000
Disabled RRAP -	$400,000
Rental/Rooming House RRAP -	$400,000
Conversion RRAP -	$400,000;

(b) That CMHC be requested to provide an additional $200,000 under the Rental/Rooming House RRAP to effectively respond to increased rehabilitation needs within the community;

(c) That the City of Hamilton continue its role of RRAP delivery agent for the 2002/2003 Delivery Year and the Mayor and City Clerk be hereby authorized and directed to execute the Supplemental Agreement in a form satisfactory to Corporate Counsel; and,

(d) That the Mayor, on behalf of Council of the City of Hamilton, send a letter to the Federal Minister responsible for Canada Mortgage and Housing Corporation with a copy to all area Federal and Provincial Members of Parliament, outlining the benefits of RRAP to older cities such as Hamilton and request that RRAP be extended as a cornerstone of the Federal Government’s commitment to Canadian municipalities. **CARRIED**

19. Harmonization of Sewer Lateral Tree Root Policies (TOE02188) (City Wide) (Item 14.1)

(a) That the “Sewer Lateral Tree Root Policy” attached hereto as Appendix A be approved as the Corporate Sewer Lateral Tree Root policy for reimbursing property owners who are experiencing sewer blockages related to tree roots from City owned trees;

(b) That Sewer and Drain Bylaw R79-172 (as amended) be further amended to reflect Appendix A of Report TOE02188. **CARRIED**

20. Property Purchase Agreement Pursuant to the Provisions of Section 30 of the Expropriation Act - 280 Fifty Road, Filomena Raso (TOE02185) (Ward 11 with City Wide Implications) (Item 14.2)

(a) That the Property Purchase Agreement, of the lands of Filomena Raso, duly executed by Filomena Raso on September 17, 2002 and scheduled to close on or before January 6, 2003, for the lands composed of Part of Lot 2, Concession 2 in the former Geographic of Township of Saltfleet, now in the City of Hamilton, being more particularly described as Part 1 on Plan 62R-15996, being all of PIN 17371-0016, be approved and completed and that partial compensation of $36,500 be charged to Account No. 55916-4038055056, subject to the following:

(i) Pursuant to the provisions of Section 30 of the *Expropriation Act*, the Owner hereby consents to the acquisition of the herein described lands by the City. The City hereby consents to an application by the Owner to the Ontario Municipal Board for the determination by the Board of the compensation, which the Owner would be entitled by the *Expropriation Act* if the land were expropriated. The City hereby agrees to pay to the Owner any compensation determined by the Board or in the event of an appeal, as determined by the Court of Appeal, in excess of the amount of compensation paid pursuant to the Agreement herein. If the amount of compensation stated in this agreement exceeds the compensation awarded by the Ontario Municipal Board or Court of Appeal, the property owner agrees to refund the difference to the City within 30 days of the decision of the Ontario Municipal Board or Court of Appeal, in excess of the amount of compensation paid pursuant to the Agreement herein;

(ii) The City further agrees to pay interest on any such compensation pursuant to Section 33 of the *Expropriation Act*.

(iii) If the amount of compensation stated in this agreement exceeds the compensation awarded by the Ontario Municipal Board or Court of Appeal, the property owner agrees to refund the difference to the City within 30 days of the decision of the Ontario Municipal Board or Court of Appeal.

(iv) The date of valuation of the Section 30 agreement is the date of its signing by the owner.

(v) It is agreed that the execution of this Section 30 agreement does not dispense with the hearing before the Board of Negotiation. The parties agree not to proceed to arbitration before the Ontario Municipal Board unless the City and the Owner have agreed to dispense with negotiations before the Board of Negotiation or negotiations before same do not result in a settlement of compensation. The above does not limit the parties from obtaining a final settlement of compensation prior to an application by the Owner to the Ontario Municipal Board.

(vi) It is understood and agreed that the City will pay reasonable legal costs actually incurred by the owner for the transfer of the subject property to the City. If agreement on these costs cannot be reached, these costs will be claimed as part of the Section 30 compensation. Reasonable legal or other costs incurred prior to the execution of the Agreement will be paid upon final settlement or adjudication of the Section 30 compensation.

(vii) It is understood and agreed that the purchase price is $36,500 for the above mentioned lands together with and including all buildings situated thereon and all permanent fixtures attached thereto.

(viii) Within ten (10) days of the acceptance the City shall pay the Owner the sum of Thirty six thousand five hundred dollars ($36,500.00).

(ix) The Owner hereby agrees that all partial payments made or agreed upon in connection with the subject property shall be deducted from the above compensation.

(b) That the Mayor and City Clerk be authorized and directed to execute the necessary documents in a form satisfactory to Corporate Counsel. **CARRIED**

21. Restructuring of Approved 2002 Transit Capital Funding (TOE02184/FCS02111) (City Wide) (Item 15.1)

That the General Manager, Transportation, Operations & Environment and the General Manager, Finance & Corporate Services, be authorized and directed to restructure approved 2002 Transit capital funding such that $200,000 allocated to Project ID 5300383803 (Transit Radio Communications) and $100,000 allocated to Project ID 5300283201 (Transit Customer Service Software) be transferred and utilized under Project ID 5300283205 (Transit Paratransit Scheduling Software).

22. Expression of Interest for the Province's Tax Incentive Zone Pilot Program (FCS02114/ECO2010/PD02213) (City Wide) (Item 15.2)

(a) That Council approve the Expression of Interest (attached as Appendix 1 to this report) proposing that a pilot Tax Incentive Zone be established in Hamilton using the existing ERASE and Enterprise Zone Community Improvement Plan areas.

(b) That a copy of this report and the attached EOI be submitted by the Mayor to the Honourable Janet Ecker, Ontario Minister of Finance.

CARRIED

23. Arbitration between Philip Utilities Management Corporation and International Union of Operating Engineers, Local 772 (LS98001) (City Wide)

That Report LS98001 respecting Arbitration between Philip Utilities Management Corporation and International Union of Operating Engineers, Local 772 , be received.

CARRIED

FOR THE INFORMATION OF COUNCIL:

(a) DECLARATIONS OF INTEREST

None declared.

(b) ADOPTION OF MINUTES

Minutes of the October 8, 2002 meeting of the Committee of the Whole were adopted as presented.

(c) DELEGATION REQUESTS

The following delegation requests were approved for referral to the Hearings Sub-Committee:

3.1 Request to address the Hearings Sub-Committee by Mr. Ken Stone respecting additional city councillor positions for the 2003 municipal elections

3.2 Request to address the Hearings Sub-Committee by Mr. Steven S. Roberts respecting 750 Haldibrook Road, City of Hamilton

(d) Social Development Strategy: Vision and Next Steps (SPH02001(a)) (Item 5.1)

This item was deferred to the October 22, 2002 Agenda.

(e) Private and Confidential Matters

Committee of the Whole moved In Camera to receive legal advice with respect to the following matters:

(i) Arbitration between Philip Utilities Management Corporation and International Union of Operating Engineers, Local 772

(ii) CUPE Negotiations

(iii) Licensing Matter

Meeting adjourned at 11:45 p.m.

Respectfully submitted,

Deputy Mayor M. Ferguson

R. Caterini, Deputy Clerk
M. Gallagher, Co-ordinator
Council/Committee of the Whole

SECTION 3

SECTION 4

4.1

CITY OF HAMILTON

Social and Public Health Services Department

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joe-Anne Priel, General Manager Dr. Elizabeth Richardson Medical Officer of Health
Date:	September 26, 2002	**Prepared by:**	Angela Parle 540-5540 Jane Soldera 546-3526 Kate Feightner 546-3538 Rebecca Barrows-Vrankulj 546-4888

SUBJECT: Early Years Update (City Wide) – SPH01103a

RECOMMENDATION:

That report SPH01103a) and the attached Hamilton Early Years Mobilization Plan, *Start Smart*, be received as information.

Joe-Anne Priel, General Manager
Social & Public Health Services

Dr. Elizabeth Richardson
Medical Officer of Health

EXECUTIVE SUMMARY:

In September 2000, the then Regional Council approved a recommendation that the Region enter into an agreement with the Children's Secretariat, to be the local host agency for the Provincial Early Years Initiative.

The purpose of this report is to first, update COW on the outcomes of the Early Years Initiative(s) undertaken by the Social and Public Health Services Department (SPHSD) as Hamilton's host agency. Second, this report provides significant background information, linking the outcomes of a broad, local early years community consultation to the social development strategy, that is pending Council's approval.

The provincial government announced its Early Years Plan in 1999. This $114 million annualised program is targeted to the provision of services for children under six and their families. Both the Ministry of Community, Family and Children's Services and the Ministry of Health and Long Term Care have made funding available for early years programs in communities throughout Ontario under this plan. Since the introduction of the provincial plan, a series of early years initiatives have been introduced or are at various stages of implementation in Hamilton. SPHSD has played a multifaceted role in the community with regard to early years programs operating under the auspices of the two funding ministries (as described below).

- There is a need to be aware of gaps and trends, to track issues and address these through strategic planning initiatives.
- Planning must address sustainability.
- Plans must address and be inclusive of immigration and refugee issues. Immigrants and refugees are so much a part of the growing fabric of this community.

Recent Community Initiatives: Two other recent initiatives echo the outcomes of the early years consultation:

Children's Symposium January 2001:The SPHSD sponsored a Children's Symposium in partnership with the Social Planning and Research Council in January 2001.This event brought together more than 500 community members to identify existing community strengths as well as actions needed to improve conditions for children in Hamilton. Symposium recommendations called for local leadership to create a children's vision. The Social Planning and Research Council is currently completing a follow-up study: *The Children's Symposium One Year Report*. The report will provide an update to the 2001 recommendations.

SPHSD Child Care Management Plan (CCMP) May 2001: This plan identified several priorities, including the need to strengthen the planning and management capacity of the City to deliver a comprehensive childcare service system. The plan recommends that service gaps be addressed to improve equitable access and co-ordination of childcare services.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

No financial implications at this time. Future financial and/or staffing implications are contingent upon upcoming council decisions (e.g. consideration of the proposed social development strategy).

POLICIES AFFECTING PROPOSAL:

There are other City planning initiatives underway, directly relevant to the interests of children in Hamilton, such as the review of the national child benefit strategy and the development of a municipal housing policy. Both of these initiatives address poverty (one of the fundamental indicators of health and well being for children). Poverty and housing affordability problems in Hamilton are well documented. These risk factors have the potential for undermining long-term social and economic development. More specifically, a Children's Agenda is highly compatible with the themes identified in the proposed social development strategy.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The consultation conducted as part of the development of the early years mobilisation plan included focus groups and interviews with parents, and representatives from agencies providing a range of community based services to Hamilton's diverse population. (See attached report: *The Hamilton Early Years Mobilisation Plan: Start Smart, March 2002* for additional details).

CITY STRATEGIC COMMITMENT:

The City's former role as the host agency and its continuing role embodies several of the city's strategic commitments. The emerging nature and future impact of early years initiatives requires an ongoing partnership and collaboration with the three levels of government, service providers, child advocates and the public. The need for a well co-ordinated service system targeted to the health and well being of families supports and strengthens the city's goal to provide quality community services. The early years initiatives have a long-term impact on the education, health and welfare of families. It is an investment in people. Sound early years planning supports Hamilton's vision for building a new city for all of its citizens.

The Hamilton
EARLY YEARS
Mobilization Plan

START
SMART

The HAMILTON
EARLY YEARS
STEERING
COMMITTEE
MARCH 2002

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- Appendix Five: Inventory Summary Report
- Appendix Six: Components of the System
- Appendix Seven: Participants

START SMART HIGHLIGHTS

In the fall of 2001, through an Order in Council of the Government of Ontario, the Early Years Steering Committee was charged with the very important responsibility of working with the community to "better prepare children for the challenges and opportunities facing them in the new millennium".

Since the Early Years Steering Committee began its deliberations, it has worked with the City of Hamilton, private and public organizations, community networks, and the public at large to fulfill its responsibilities. It has been a successful process.

Seventeen Ontario Challenge Fund proposals totalling approximately $2.4 million were submitted by organizations serving the Hamilton community, from October 2001 to February 2002. The local response to the call for proposals is a strong indication of Hamilton's commitment and readiness to support children and families.

In addition to the response demonstrated by the community to the Challenge Fund, the Steering Committee again called upon its community partners to contribute their ideas to this report *Start Smart: The Hamilton Early Years Mobilization Plan*, March 2002.

The plan includes a description of Hamilton's diverse community, input from stakeholders to determine community priorities and how community members think they should work together. The plan also provides advice about key future directions for ensuring that the community has an ongoing capacity to support and promote healthy early years development for children and their families.

The plan highlights several issues, such as funding, sustainability and the necessity for strong local planning that addresses local needs. The Early Years Steering Committee received very clear and consistent messages from the constituents that the community must have the flexibility to make decisions together with local partners.

The advice in this report is in alignment with Fraser Mustard's vision for the early years and key community strategic planning initiatives, such as the City of Hamilton's Social Policy Development Framework, the Hamilton Child Care Management Plan and the outcomes of a community-wide forum on children's issues – The Hamilton Children's Symposium, sponsored by the Social Planning and Research Council.

These planning frameworks enable the City of Hamilton to provide overarching leadership in social policy. Therefore, one of the strongest recommendations is that the City of Hamilton acts on the feedback from the consultations and assumes a lead planning role in creating a local vision for early years.

The Early Years Steering Committee also learned from the consultation that any new programs and services to children and their families must build on current capacity. Families want and need neighbourhood-based programs and services that are accessible with appropriately trained staff.

People are also very concerned about the possible reduction in funding to child care. Significantly, child care is seen as an essential component of a healthy early years service system. Anything that undermines child care also undermines the community's ability to be responsive to families and to develop a well-coordinated, seamless service system.

The Early Years Steering Committee sees Start *Smart: The Hamilton Early Years Mobilization Plan,* as a blueprint for future planning. It will support and inform our Early Years Champion and Early Years Committee, who will be responsible for implementing five Ontario Early Years Centres in Hamilton.

START SMART
THE HAMILTON EARLY YEARS MOBILIZATION PLAN

Background

The Hamilton Early Years Steering Committee was appointed through an Order-in-Council by the Government of Ontario. Its mandate is to champion early child development and mobilize the community with respect to the Early Years Initiatives. These initiatives grew out of the work of Dr. Fraser Mustard, presented in the Early Years Study Final Report, April 1999.

The Hamilton Early Years Steering Committee (Appendix One: Early Years Steering Committee Hamilton) began its deliberations in the fall of 2001 with the understanding that the work will be completed by March 2002. The expectations for the steering committee included developing a locally designed Early Years Action Plan, soliciting and reviewing applications under the Challenge Fund, developing local strategies built on provincial initiatives in public education/awareness and informing the process for the selection of Early Years Centres.

To guide its work, the Steering Committee developed its own mission, vision and principles for early years development in the Hamilton community.

Mission

Inspire the whole community to work together to support families and ensure that all children have the best possible start in life.

Vision

We believe that all children in our community deserve to be and will be supported in reaching their fullest potential.

Principles

We believe that all early years development and parent supports must be *accessible, adaptable and flexible to* meet the diverse needs of children and families in our community

We believe that *parent and community involvement* are essential in all early years development and parent support initiatives

We believe in a *continuum of early childhood development and parenting support initiatives* that are built on existing services

We believe in fostering opportunities for our community to *work together to maximize effectiveness*

We believe in *engaging the full participation from all parts of our community* in the development and implementation of the early years initiatives.

We *embrace diversity*

We believe that together with our community *we will strive for excellence – doing it right and evaluating what we do*

We believe that *we are all accountable to ensure resources are focused* on the key components of the early years initiatives

Based on the mission, vision and principles, the Hamilton Early Years Steering Committee developed a community mobilization plan aimed at supporting communities in the planning and implementing of programs and services for the healthy development of children aged from 0 – 6. The plan is intended to provide a road map to guide communities in responding creatively and innovatively to a wide range of needs of children 0 – 6, their families and other caregivers. The plan will support opportunities for communities to develop new partnerships and new ways of working together.

The Hamilton Early Years Mobilization Plan includes a description of the community, input from stakeholders to determine community priorities and how community members think they should work together. The plan also provides advice about key future directions for ensuring that the community has an ongoing capacity to support and promote healthy early years development for children and their families.

The Community Context

The Hamilton community has been finding ways of working together to foster the healthy development for children and their families. Over the years, the community has formed a myriad of networks, committees, programs and services aimed at promoting and supporting healthy early years development for children and their families. But there remains much to do.

Currently there are intense pressures in the child care system with respect to the availability, affordability and quality of services. There are concerns about the system's capacity to meet the diverse needs of the growing number of newcomers in our community and the unique needs of Aboriginal children as well as language needs for French speaking children and their families. There are many other groups with pressing needs – needs associated with disabilities, poverty and poor health.

To help gain a broad understanding of the community, a document was prepared for the Early Years Steering Committee by Maggie Fischbuch entitled ***Taking Stock: The Hamilton Early Years Interim Plan, January 2002***. It presents a demographic picture of the Hamilton community and identifies community services, partnership initiatives and child care resources. The document reports on the health and well being of children in the community. It also highlights some themes from previous community planning processes and consultations. (Appendix Two: Taking Stock) For further information about the City of Hamilton please see ***The City of Hamilton Social and Health Services Report 2001***, located on the city of Hamilton website: www.city.hamilton.on.ca/sphs

The Canadian Centre for Children at Risk, located in Hamilton, has been funded by government to implement the **Early Development Instrument** (EDI) in Ontario. The EDI collects data from kindergarten teachers, parents and children, describing the presence or absence of specific indicators in the child's community and family environment that influence human growth and development.

EDI data can be utilized to strengthen the capacity of communities to develop policies, make recommendations, and informed decisions concerning the availability of the most appropriate programs to serve families of young children. A summary of the Hamilton EDI project and a description of EDI can be found in Appendix Three and Appendix Four.

Another component of the Early Years Initiative is the development of a Hamilton Early Years Community Inventory, comprised of program and services for children 0 -6 and their families. The Social Planning and Research Council (SPRC), Community Information Service Hamilton-Wentworth (CIS) and the Independent Accreditation Service Corporation undertook this project. The inventory builds on existing community information and enhances the broader community's capacity to access this information. (Appendix Five: Inventory Summary Report)

The Hamilton community has also undertaken several major consultations and community forums aimed at developing an understanding of issues related to the early years. These include the development of the City of Hamilton, Social and Public Health Services Department's May 2001 Child Care Service Management Plan and the Social Planning and Research Council's January 2001 Children's Symposium.

What remains to be done, however, is to develop a community approach that paves the way for the community to work together in solving these issues and to ensure that there is the overall capacity in the system to respond to new challenges.

Building on the excellent work that has already been done, The Early Years Steering Committee determined that the mobilization plan would focus on how the community can enhance its capacity to continue to respond to the challenges of the early years with a particular focus on the complex and different needs of diverse and unique populations.

A description of all the components of the early years system is presented in Appendix Six.

The Consultation

The Consultation Process

The ideas and observations of community members must form the basis of the Mobilization Plan. For the plan to be relevant and realistic, it has to include input from the community about how programs and services should work together to create an effective and coordinated Early Years services delivery system for children and their families in Hamilton and connect to other children's services and sectors.

A consultation process was therefore initiated to seek input from key stakeholders and specifically from groups that have been identified as having unique needs and concerns.

The specific goals of the consultation were to:

- Update stakeholders on the overall, provincial Early Years Initiatives with special attention on the development of the Early Years Action Plan in Hamilton
- Ascertain community perceptions of the early years service delivery system in Hamilton (what works well and what needs to be improved)
- Determine possible approaches for enhancing the early years service delivery system (how the system should work together and how it should link and connect other sectors)

Given the March 31 deadline for completing Hamilton's Mobilization Plan and given the sound work that has previously been undertaken in this community, this consultation focused primarily on determining the overall processes the community wants to put in place to address the needs of young children and their families, rather than focusing on specific service issues.

Even though the prime focus of the consultation was on the broader issue of creating an effective and coordinated service system, it did attempt to address certain specific service delivery concerns that have been identified as key challenges for this community. Issues involving services for immigrants, refugees, Francophones, Natives and people of lower income have emerged as major concerns time and time again, through various community consultation processes. Therefore particular attention was paid to receiving input from these key groups to gain their insight into how the community should organize itself to ensure that the needs of unique populations are considered and met.

The consultation focused on leaders in the early years community, early years coordinating groups, and the groups identified in previous consultations as having unique service needs. These included:

- Key Community Leaders: including representatives from Education, Hamilton Health Sciences Corp, Affiliated Service for Children and Youth (ASCY), The Hamilton Foundation, United Way, Recreation, Immigrant and Refugee agencies and the Social Planning and Research Council

- Networks or existing committees: Child Care Supervisors Network, Integration Resources Hub, Child Care Advisory Committee, Hamilton Family Resource Network, Voices for Children, “Informal Caregivers Network”

- Sectors:
  - Refugees and immigrants, Francophones, Native groups, including both providers and families, where appropriate.
  - Lower income groups

The consultation process included eighteen interviews with key community leaders, four focus groups with networks and committees and ten focus groups with diverse populations (Appendix Seven: Participant List).

Participants were updated on the Early Years Initiatives and then asked a series of questions about their perceptions of the major issues and how they should be addressed. They were asked to identify the *key components* of a healthy Early Years system, how the community could build on what works well and how the system as a whole needs to be improved.

Although there was a set format for each interview and focus group, the process generally became a discussion about the early years and what is happening in this community and what the future could look like. People talked about what is currently taking place, they shared their perceptions of issues and identified concerns. Almost everyone expressed concern about child care and the vital role it plays in the early years.

In order to reflect the unique needs of diverse groups, five focus groups were held specifically with immigrants and refugees. These focus groups were organized and conducted by the City of Hamilton’s Social and Public Health Services Department. Four groups were held with members of the Francophone community and one group with Aboriginal people. These groups identified needs, issues and barriers, providing keen insight into future directions that the community could take in responding to their concerns.

Throughout the consultation, people also discussed the new Early Years Centres and offered suggestions and ideas about how they could best be developed and utilized in this community.

Perhaps the most challenging question of all focused on how the community could position itself to ensure an ongoing and sustained commitment to the early years. The following provides a summary of what was said and what was learned.

Early Years Programs and Services Today

There are many examples in the Hamilton community of individuals, groups and organizations working together to make this community a better place for young children and their families. Some of these programs, partnerships, networks and committees have existed for years. Others are more recent endeavours fostered through the Child Care Service Management Plan, the Children's Symposium and provincial Early Years Initiatives.

People are proud of the community's accomplishments and long standing commitment to the young children and their families. The community has a range of child care programs and services and a strong network of resource centres and coordinated child care information. It offers education and training opportunities for child care supervisors, home-based care and informal caregivers to work together. It has an integrated approach to supporting and facilitating children with special needs in community child care settings. There are parent support groups, neighbourhoods groups and good linkages to schools, recreation and the arts. There is a child care advisory committee, a recently developed child care management group, educators groups, advocacy groups and a cooperative preschool group.

All these interconnected hubs of activities and of formal and informal relationships are essential to a healthy early years system. What is lacking, however, is an overall coordinated and integrated approach to the early years – a common vision with agreed-upon strategic directions, broad-based community support, agreed-upon desired outcomes and commitment to work toward achieving them.

The following highlights some of the key observations and comments on the community made by participants in the focus groups and interviews:

- There are many structures that work well in this community. Future plans should build on these

- The Children's Symposium and the development of the Child Care Service Management Plan are examples of earlier community processes that were well respected and well supported. We should build on these processes

- Hamilton works well at the front-line level
- Our overall goal should be to create a great community for children and their families
- There is a need to get more people from the community involved
- No one has taken the time until now to create an overall community vision for the early years
- The community doesn't accommodate different expectations of different cultures, different views of the family and different expectations of children
- With the number of new immigrants increasing and Hamilton designated to receive more immigrants, there is a need to address the issues of young immigrant children, including those from war-torn areas
- Newcomers often feel isolated. They often feel like an add-on to community plans
- Families relate to their community and community services, not to a system
- Neighbourhoods are key
- There are some new initiatives (through the Hamilton Community Foundation) that will focus on supporting neighbourhoods. There could be opportunities to build on these
- Information management is on a good track with Community Information Services
- Agencies are facing financial pressures over pay equity and employment standards and they are also suffering from cutbacks
- The Challenge Fund helped forged new partnerships

Key Issues and Concerns

People expressed concern about these key issues: funding, the focus on early years, child care and the needs of special groups.

Funding: There is an overarching concern that a lack of resources will undermine all the efforts that have gone into the early years initiatives. This concern is particularly prevalent with regard to licensed child care.

There is a common belief that this community has stretched itself as much as possible to accommodate growing needs and lessening resources, but that there is a limit – a limit that good will and dedication cannot overcome. Good will and collaborative approaches are also being undermined by the competitive approach to allocating scarce resources.

The following highlights some of the key comments and observations about funding in the community:

- Problems with funding constraints are being downloaded more and more from the province to the community in all children's areas
- There is deep concern about the licensed child care system
- How far can the community stretch to meet the needs of children?
- Competition for resources undermines the collaborative approaches that are underway. It challenges the partnerships and unique relationships that are developed within the system to address local needs and is detrimental to the sense of community and good will that has been developed over time
- There should be more flexibility in funding. The silo approach stifles creativity and uniqueness within community
- The new early years initiatives have raised and will continue to raise expectations. The problem is that there are few resources available to meet these needs
- There is no funding to support the development of partnerships
- There is a (mistaken) belief that the corporate structure will fill the financial gap. This has not happened

Focus on Early Years: Although most people welcome all the attention to the early years and see the possibility for really making a positive difference because of this, there is some scepticism. This relates primarily to the lack of attention to child care. Many people feel that child care should be a key component of early years initiatives, but these initiatives are being promoted as anything but child care.

There is also concern from the boarder children's community that the focus on the early years implies that family needs problems just melt away when children reach the age of 6. This has the potential to cause some friction within the children service sector.

The following highlights some of the comments and observations about the focus of Early Years Initiatives:

- The Early Years focuses on anything but child care
- The Early Years initiatives are overshadowing other important children's issues in our community
- The key for the early years is parenting – wherever parenting is happening the system needs to build on that
- The emphasis should be on supporting parents and parenting
- The Early Years initiatives need to utilize resources to identify higher needs families for earlier interventions
- The initiatives must address the basic needs of children and families to be successful
- The Early Years initiatives need to reach out to children from lower-income families, who may be facing a range of social disadvantages
- A broad community education strategy is essential and it should include professionals such as family doctors

Child Care: Child care is seen as an essential component of a healthy early years system of programs and services. Anything that undermines child care also undermines the community's ability to achieve its objectives pertaining to the early years. High quality child care is essential to the early years system.

The following highlights some of the comments and observations about child care in the community:

- Cannot separate child care from the early years
- Any stress on the child care system is a stress on early years system
- Build on the Child Care Service Management Plan. Child care is an "essential service"
- Families don't have enough options for quality care
- The licensed system is vulnerable
- Not enough spaces for ECE students, particularly for infants and toddlers
- Families cannot get enough hands-on care
- More funds are needed
- We need to find creative ways of including child care as a priority for Early Years services development
- Unique groups face steep challenges in seeking child care (for example, immigrants and refugees for whom language barriers exist)
- At home care requires more support, as it increasingly serves the needs of children and families in the community
- The child care info line works well, but needs to be enhanced

Early Years Centres (EYCs): Early Years Centres will be opening soon across Ontario. There will be 103 Early Year centres that are to be gateways for parents and caregivers to get answers to questions they may have regarding their children's learning, behaviour and health. They will provide referrals to available services and programs, including those for children with special needs. Early years professionals and volunteers will staff each centre and will provide core programs in early learning and literacy, parenting resources, pre- and post-natal care and referrals to other services for young children in the community. There will be five centres in Hamilton, located in each of the provincial ridings.

The introduction of these centres is raising many questions in the community. These include: What will be the process to select and or develop these centres? How will these centres relate to existing services? Will there be sufficient flexibility in the planning process to allow for an approach that will meet the unique needs of this community?

The following highlights concerns, suggestions and advice about the development of Early Years Centres in the community:

- A collaborative approach is required for the development of the EYCs
- Neighbourhoods are key
- EYCs need to reflect the needs of the whole community. Neighbourhood-based centres could build on good will that has developed in small, local areas
- We must not think of one physical site. The centres need to have many sites and take many forms
- One of the purposes of EYCs is to direct parents to resources, but child care resources are greatly diminished and there are few places to direct parents to
- There should not be just one way of getting services. People should be able to get them where they are
- The EYCs should not become empires, but be a part of the system
- There has to be good coordination to ensure high quality amongst all centres. There should be a high level of training/skills (such as the Nippising tool) for staff to ensure the centres' ability to provide resources to all families, especially at-risk families and immigrant and refugee families
- Centres must be relevant to child care professionals, home care professionals and parents

Unique Populations

Immigrant and Refugee Groups: As the population growth of Hamilton continues to be supported by immigration and the arrival of refugee claimants, the need for services for this population also grows.

Providing information and access to early years programs will be an on-going challenge for service providers in Hamilton. It will require, not only the development of new initiatives, programs and services, but also a new awareness and understanding of multicultural issues across all sectors in the Hamilton community.

The following highlights some of the immigrant and refugee groups' comments and observations about the development of early years initiatives for the community:

- There is need for more resources for day care (subsidized and non-subsidized, full-day and short-term) and a profound need for a multi-cultural community centre in Hamilton. This was a common concern voiced by immigrant and refugees groups, as well as the professionals who work with them

- The need for accessible services is a paramount concern for early years service delivery in any community within Hamilton. However, for immigrant and refugee populations, the issue of accessibility is further complicated by the isolation of being newly arrived in Canada, a situation in which language, culture, as well as economic and geographic isolation significantly impact on families and children

- The immigrant and refugee groups noted that access to information was a significant barrier to receiving appropriate services. While Settlement and Integration Services (SISO), places of worship, their children's schools, and the library were noted sources of obtaining information, the overwhelming majority of people newly arrived in Hamilton are learning about resources available to them in this community, by word of mouth, from friends and family members

- Services aimed at members of immigrant and refugee communities should include people from those groups in their hiring practices. Giving people from the same culture, or who speak the same language as newly arrived groups an active role in the development of programs and services will help ensure that these services are relevant and utilized. One suggestion, which builds on this concept, is the development of a mentoring program for newly arrived individuals, to receive more formal support from individuals from the same culture or who speak the same language

First Nations Group: Within Hamilton, there is an increasing population of First Nations people; people who have a history and relationship with Canada that is distinct and unparalleled. Amongst the First Nations people are cultures, values and beliefs that are unique and strong.

This consultation was made more meaningful by the insights shared by a group of Native professionals and parents, who offered this process and this community their stories, their challenges and their views on what would make the early years system responsive to their needs and reflective of their community.

The Native community is growing and is under-resourced regarding early years services in Hamilton. Niwasa Headstart Preschool is the only Aboriginal-focused child care program in the community. The Hamilton Regional Indian Centre offers Canadian Prenatal and Nutrition Program, Community Action Program for Children (CAPC) and a native Health Babies Healthy Children program. The Native Women's Centre, while serving all women in the community, specializes in serving the needs of Native women and is staffed and managed by the Aboriginal community.

Utilizing an approach that reflects the values of the Native community, these Native agencies focus on a holistic and on-going approach to caring for children and their families, while adhering to the professional standards of best practice that should guide the work of any service provider.

The following highlights what Native people said about the development of early years initiatives for their community:

- Native people must be involved in the planning of systems and programs that are meant to serve their community from the beginning of the process

- Add-on programs and activities which tie in some elements of Native culture do not serve the needs of the community. Approaches to service delivery must reflect the way in which the Native community is organized, its people's history, and the values held. This includes a wide range of considerations including language (for example, use of the word 'parent', which may not mean exclusively mother or father in the Native context), accessibility and employing a non-judgemental approach when working with people. Taken together these considerations encourage inclusion and participation, rather than exclusion and isolation

- For any initiative to be truly effective in the Native community and widely utilized by its people, the initiative must be Native-run and directed from people within that community. These initiatives should allow for a flexibility of services, which reflects the needs of Native children and their families, while simultaneously being accountable to the same requirements as any other early years initiative.

Francophone Group: As a designated Francophone community, Hamilton is required to provide early years and other services to its French-speaking community in a comprehensive and accessible manner.

The Centre de santé communautaire and Association canadienne-francaise de l'Ontario (L'ACFO) are the most widely used French language resources in the community, providing highly regarded multi-disciplinary service to the Francophone community.

Like the wider Hamilton community, the French-speaking community is receiving increasing numbers of immigrant and refugees, who require dedicated planning and services.

The following highlights some of the comments and observations of the Francophone group:

- More resources across the range of early years are required for the French-speaking community. Resource kits, library materials and professional workshops, for example, are offered with very minimal French content. Only one network in the community offers advice and support in French. Wait lists for mothers and children to see doctors are felt to be long

- The Francophone community is open to being linked to wider community services, but expects services to be available in French

- Collaboration with English service providers is appropriate, but the French community recognizes some utility in segregated programs that would make a wider range of services available in their own language

- French early years initiatives would benefit from a more concerted effort from Federal ministries (such as Heritage Canada and Francophone Affairs)
- Many of the concerns identified by French speaking immigrants and refugees, mirror those of other immigrant and refugee groups

Hamilton Early Years – Sustainability and Moving Forward

One of the key challenges for this community is to find ways of enabling and supporting the community in working together in a coordinated manner to achieve a common vision of nurturing and promoting early years development.

Excellent programs and services exist and there are many strong networks, groups and committees working diligently towards creating a healthy early years environment in this community. The new early years initiatives will contribute additional needed resources.

However, it is not good enough just to introduce change. The community must also be able to sustain it. Many dedicated groups have demonstrated their commitment to children. They now need to find ways of engaging the entire community in their efforts.

There was strong agreement that what is needed is an overarching community-wide vision for the early years. From this vision, key strategic goals and objectives could be set and the community challenged to work together in achieving them. Many people felt that the vision should be a broad children's vision with the early years as one of the first challenges.

Although there is a clear need for a "civic" citywide vision, many people stressed that much of the action should take place in local neighbourhoods if this vision is to make a real difference in the lives of children and families.

Many people felt that the City of Hamilton should play a lead role in making this happen. Some people called it a civic early years strategy, while others compared it to Vision 2020. Other suggested names included the Hamilton Centre of Excellence or, simply, the Early Years. Whatever the name, the intent seems to be clear – a community-wide understanding and commitment to work together to ensure the best possible start for children and their families.

The following highlights some of the ideas that were raised and comments made about how the community could work together to create a vision and sustain it:

- What we have as a community is a common commitment to kids. The challenge is how we animate this and make it work

- We must reduce the fragmentation

- What is required is a combination of "clout and wisdom" – leadership and credibility are key

- We must build on, and not stifle, the small positive initiatives that already exist throughout the community and the service delivery system

- The structure must represent "the geographically dispersed, while being centrally accessible and accountable." It should create cohesion, action and identity within communities and neighbourhoods

- Community planning takes time and resources – both should be built in to this initiative to ensure planning activities are supported

- We must be aware of gaps and trends. We have to track issues and address these through strategic planning initiatives

- This new structure "must not just introduce change, but must also sustain it"

- Any plan or process that does not address immigration and refugee issues is not going to succeed because immigrants and refugees are so much a part of the growing fabric of this community

- What needs to be done:
    - Develop the vision and strategic direction
    - Set priorities, desired outcomes and plan
    - Provide overall coordination, monitoring, information management and evaluation
    - Establish a clearing house for information
    - Focus on outcomes and evaluate continually (meaningful, on-going and local evaluation of effectiveness)

- Who should do it:
    - It requires the involvement of the City and three ministries, MCSS, Education and Health
    - Sector representatives to oversee the system of early Years services (approximately 20 people) while bridging previous work to the present
    - The broader community

- The Role of the City

- The City of Hamilton should be the lead, as it has long life and accountability
- The City has the reach and a tremendous dedication to kids and their families
- The City could create a civic children's strategy based on the Children's Charter. The Strategic Vision would be approved by Council and could be a filter through which the city monitors and assesses all of its decisions
- The City needs to be on front line of the Early Years system

What was Learned

Throughout the interview and focus group process participants gave generously of their time and shared their experiences, insights and hopes for the future.

Although there were some differing perspectives and points of view, there were many consistent themes and messages. Some of the key messages are:

- Build on what is working and reflect the strengths and uniqueness of our community

- Child care is a cornerstone of the early years system and any decisions that undermine child care, undermine the whole system

- Create a community-wide vision for the early years – it should be brave and bold and find the champions to work toward achieving it

- Accessibility, accessibility, accessibility – neighbourhoods are key

- Special attention needs to be paid to groups with special and diverse needs

Best Advice to the Community Champion, the Champion's Steering Group, the City and the Community

The following principles represent the best efforts of the members of the Early Years Steering Committee to develop sound advice for the Hamilton community to guide future Early Years planning. This advice is based on the input received from the consultation, from the work of Dr. Fraser Mustard and the committee members' own experiences, insight and understanding about the early years and this community.

Committee members feel this advice is crucial and fundamental to the development of any future early years undertakings:

- Any future initiative must build on current capacity in the Hamilton community. Initiatives must sustain and nurture what exists and works already and must ensure that accessibility to the system is enhanced for all groups of children and families. New initiatives must not restrict the current and on-going work in the community, which must, as the Mustard report states, "depend on community initiative and ingenuity to overcome jurisdictional, funding and administrative barriers." (1.)
- Hamilton's Early Years initiatives must embrace the diversity of the community and reflect the needs of all people. Information and service delivery at the level of neighbourhoods and communities (geographic, cultural, of interest and income) will help to ensure that needs are met for all of Hamilton's citizens. While it is acknowledged that successful programs and services should be shared and replicated across the province, "we must be careful not to impose, top-down, cookie-cutter solutions…(as) communities vary in their cultural, ethnic and linguistic diversity." (2.)
- While the importance of individual interventions has long been recognized in the community in dealing with the early years, new initiatives should also consider the environmental factors that are now widely held as having great impact on the health and well-being of all young children. For example, "the inadequacy of income is so significant that it has serious impacts for all aspects of families' lives and creates negative impacts on children's health development." (3.)
- High quality child care and resource centres are the cornerstones of any Early Years system and must be integrated into any future early years initiatives. Research shows that high quality child care improves cognitive and social functioning for disadvantaged children. Furthermore, for all families, access to child care provides parents with the opportunity to work to provide adequate levels of the basic needs that all children have. In Hamilton, not only are there examples of programs that have combined child care and resource centres, but there also exists an integrated model of service delivery which includes, health, education and children's services.
- Improvements to the Early Years system must be sustained in terms of resources (which must be flexible, provided at adequate levels and

reflect community need). There must be planning and coordination (in terms of time and resources allocated and recognition of the importance of these tasks). There must be evaluation (on-going and rigorous evaluation of effectiveness of programs and services).

- The Early Years system must be developed holistically, across all sectors, to ensure that planning, funding and linking are taking place amongst community stakeholders and decision-makers at the local, provincial and federal levels.
- Any Early Years system must be inclusive of the wider community and engage it, at the broadest level, in all Early Years initiatives.
- There is a profound need to create a community-wide vision for the Early Years. Based on this vision, the community will set key strategic directions, priorities and an overall civic agenda for children. In order to be responsive to the needs of all children and families, this undertaking must include participation across a broad range of community sectors.
- It is essential that the Hamilton community develop its own vision of how to address the needs of children and families. The leadership for this endeavour should be provided by the City of Hamilton, given its history, its influence and its stability. The City has a broad mandate in sectors that directly impact children's lives, such as child care, public health and social services, as well as in other areas that impact the overall health and well-being of a community, such as recreation, libraries, housing, planning and the environment. All this establishes the City as being in the strongest position to influence positive changes in the lives of children and families in this community.

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1. McCain, M. N. & Mustard, J. F. "Reversing the Brain Drain. Early Years Study: Final Report". April 1999. Preparation of report funded by the Ontario Children's Secretariat. p. 17.

2. Ibid. P.138

3. City of Ottawa, "Strategic Investment for Low Income Children". Submission to the Province of Ontario Standing Committee on Finance and Economic Affairs Pre-Budget Consultations, February 2002. p. 5.

SECTION 5

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

5.1

Social and Public Health Services Department

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joe-Anne Priel General Manager
Date:	September 27, 2002	**Prepared by:**	Andrea Hodges 2181 Kate Feightner 3835 Carmen Bian 2187 Jane Soldera 2399

SUBJECT: Social Development Strategy: Vision and Next Steps (SPH02001a) (City Wide)

RECOMMENDATION:

(a) That Council endorse the Vision portion of the Social Development Strategy document entitled A Social Vision for the New City of Hamilton.

(b) That Council direct Social and Public Health Services, during 2003, to develop the Social Development Strategy work plan in consultation with key community partners and stakeholders.

(c) That the 1.5 FTE staffing resource, and the related costs ($102,295), required to co-ordinate the Strategy be referred to the 2003 Tax Budget process for consideration and possible implementation.

Joe-Anne Priel, General Manager
Social and Public Health Services

EXECUTIVE SUMMARY:

The field of social development has evolved substantially over the past decade. A social development strategy is an important tool for clarifying key issues, the goals to be accomplished and the strategies by which they can be achieved. A Hamilton Social Development Strategy should:

1. Align roles and resources and reflect local priorities;
2. Identify leads, actions and outcomes;
3. Help shape policy;
4. Be used to facilitate decision-making about priorities and funding shifts to meet current and future needs; and
5. Reduce overlap/duplication and improve results.

The Social and Public Health Services Department, with support from the Senior Human Services Managers Group[1], is pleased to have engaged the Caledon Institute of Social Policy in the development of a Social Vision for Hamilton. This is the first important step towards developing and implementing a proactive social development strategy for the City of Hamilton.

Based on in-depth interviews with local key informants and a review of local strategic planning documents, the Caledon Institute has prepared a discussion paper that identifies some of the challenges facing the City of Hamilton. The paper (Please see the Vision and Flagship documents attached hereto and marked as Appendix A), is composed of two main sections; a social vision and associated flagship initiatives.

The first is the Vision. This is an overall view of Hamilton highlighting our assets and challenges in a general sense. This document is broad in its perspective and is meant as a starting point for discussion. A key element of the Vision is the notion that communities need both magnets and glue. 'Magnets' are those factors that attract external resources – such as new businesses and population growth – for example, a well-educated workforce and a vibrant business climate. 'Glue' represents the physical and social infrastructure that supports daily life and work. Roads, electricity and social networks and programs are the glue that promotes the social well-being and health of all members of the community. As Caledon describes, *"A 'world class' city is achievable only by addressing the needs of people at home. This means that it is not possible to create the magnets unless attention is paid to securing the glue."*

The second section of the Social Vision Document is the flagships. The Flagships are also broad in scope, but serve as potential examples of the broad concepts discussed in the Vision portion of the document. These strategies are only suggestions to begin to address some of the social challenges facing Hamilton, namely the areas of Children and Families, Skills Development and Affordable Housing.

The Caledon Social Vision document serves as a foundation for the development of a Hamilton Social Development Strategy. The City of Hamilton is well positioned to take the lead in spearheading a Hamilton Social Development Strategy. First, the City is putting into place several new strategic plans, such as the Economic Development Plan, and has adopted a bold set of values and goals in its City of Hamilton Strategic Plan. Addressing local social priorities will help to ensure Hamilton is a healthy and educated population – characteristics that attract investment. Secondly, it is becoming increasingly difficult for local governments, like Hamilton, to address the multitude of complex social challenges they now face. A social development framework and strategy will provide the City with the necessary tools to shift attention from responding primarily to federal and provincial social policy and funding initiatives to proactively beginning to plan and implement local approaches to the Social Development of this community.

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[1] This group consists of senior administrators from the following local human services agencies: Hamilton District Health Council, Social Planning and Research Council of Hamilton-Wentworth, Ministry of Community, Family and Children's Services, Hamilton Community Foundation, Human Resources Development Canada, United Way of Burlington, Hamilton-Wentworth, and New Trillium Foundation.

The City of Hamilton, as champion of the Social Vision, cannot undertake the implementation of a social development strategy on its own. The City needs partners and input from citizens to help guide the development of this work. They are vital assets in this process.

The second phase of this initiative, proposed to commence in 2003, will focus on significant developmental issues including roles and responsibilities, resource requirements, governance structure, public participation, priorities, monitoring, etc. A program enhancement of 1.5 FTE (at a cost of is ($102,295)) is requested to provide leadership and the co-ordination required to further develop and implement the Social Development Strategy (including leveraging of external sources of funding and in-kind contributions from partners).

Quarterly status reports to Committee of the Whole, beginning in March 2003, will provide members of Council with work plan updates and recommendations.

BACKGROUND:

Hamilton, as many cities across Canada, is facing a range of serious social concerns. For example, many Hamilton residents are living on low and unstable incomes or are at risk of falling into poverty or homelessness. It has become more difficult in recent years for local governments to confront the varied and complex challenges they now face.[2]

These difficulties have created a window of opportunity for local leadership and more concerted action. As the Caledon report points out, *"the City of Hamilton should take pride in the fact that we are a community of great wealth, endowed with a range of invaluable assets…. The challenge is to harness these assets in innovative ways to create new value and new solutions to our social concerns."* A Social Vision provides a coherent plan or strategy for advancing a social agenda for the Hamilton community. We need a framework for addressing the challenging social issues faced by the City in a systematic and systemic way.

In September 2001, a group of local human service managers held a one-day workshop to discuss and better understand the purpose and scope of a social development strategy. At that workshop, there was strong support amongst the Senior Human Services Managers group for the City of Hamilton to assume the leadership role for the development of a social development framework.

In early 2002, with the support of Council and the Human Services Managers Group, the Social and Public Health Services Department engaged the Caledon Institute of Social Policy in the development of a social development vision and framework for Hamilton (see SPH02001 on January 4, 2002). This was the first critical step in developing a social development strategy for Hamilton. Policy-specialists from the Caledon Institute spoke with a variety of key informants from a range of sectors in the

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[2] Local indicator projects such as the FCM Quality of Life Reporting System project, SPHSD Social and Health Issues Report 2001, and the Social Planning and Research Council's Report Card on Homelessness in Hamilton, document these issues.

City. A review of local strategic documents was also undertaken. The culmination of findings from the interviews and document review is presented within the attached two-part document, A Social Vision for the New City of Hamilton (Appendix A).

The Caledon document is composed of two main sections; a social vision and associated flagship initiatives. The Vision section is an overall view of Hamilton highlighting our assets and challenges in a general sense. It is broad in its perspective and is meant as a starting point for discussion. The Vision begins with an extensive section on the rational for creating a Social Vision. Linked to that are sections on the City's assets, key goals, core values and operating principles of the document and finally a suggested plan for implementing the Vision. The final section of the Vision outlines the actions that will need to happen in order to implement this Social Vision. These actions include: creating ownership, raising awareness, building relationships, gathering information, setting goals and targets, taking action, monitoring progress, and listening and learning.

The second section of the document consists of the Flagships. The Flagships were drawn from discussions that individuals from the Caledon Institute had with a variety of key informants in the City (see Consultation with Relevant Departments/Agencies section). These Flagships are broad in their perspective, but also serve as tangible examples of the broad concepts discussed in the Vision portion of the document. These are only suggestions as to some of the pressing social challenges facing Hamilton these days, namely the areas of Children and Families, Skills Development and Affordable Housing, that could be worked on. The flagships are meant to be community-based, social development flagships and not municipal flagships. By no means are these intended to be a definitive or complete set of suggestions, but rather a starting point for discussion on where to go next.

The Social Vision document is a comprehensive and thought-provoking starting point. In order to move from the conceptual Vision to a more tangible and complete strategy our proposed focus in 2003 is on the development of an implementation plan. Consultation and planning with a range of key community partners, including and beyond the Senior Human Services Managers Group, and the public will be required in order to answer the following key questions:

ROLES & RESPONSIBILTIES: With whom and where do roles and responsibilities for the implementation of the Social Development Strategy fall?

PARTNERS: Who are the champions and key partners in this initiative?

RESOURCES: What resources will we need to implement this strategy? And what are potential funding sources and in-kind contributors?

GOVERNANCE STRUCTURE: What is the governance structure going to look like? How will we coordinate our efforts? How might the City of Hamilton Volunteer Co-ordinating and Advisory Committees participate?

COMMUNITY PARTICIPATION: How can we most effectively and meaningfully engage the residents of the City of Hamilton in the development and implementation process?

FLAGSHIPS: With respect to the flagships: Are the three areas of focus (children and families; affordable housing; skills development) an appropriate place to start? What flagships and activities should take priority?

LINKAGES: What other major City and Community initiatives exist that we can link with? How do we ensure these initiatives remain complementary and collaborative where common goals are identified?

MONITORING: What process will we use to monitor and report back on our progress both to Council and the Community?

These questions are echoed in actions suggested within the Vision document. SPHSD staff have done some preliminary exploration of these issues with other City Departments (see Consultation with Relevant Departments section).

Realizing the Vision of a social development strategy is a long-term process. The second phase, proposed to commence in 2003, will focus on significant developmental issues as outlined in the key questions above. Upon approval of City Council, staff can provide quarterly updates on the status of phase two of this important initiative beginning in March 31, 2003.

ANALYSIS OF ALTERNATIVES:

Council's endorsement of this process would place Hamilton at the forefront of the Social Development arena in Canada and North America. It would also help to establish the Hamilton community as a leader in the field of human service delivery and positively impact on the health and social well-being of our local community.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial:
The development and on-going co-ordination of the Social Development Strategy will require an investment in staffing of $102,295 (1.5 FTE). It is recommended that Council refer this program enhancement request to the 2003 Tax Budget process for consideration and possible implementation.

Additional resource requirements and sources (including leveraging of external sources of funding and in-kind contributions from partners) will be identified and sought during 2003.

Staffing:
1.5 FTE is required to further develop and implement the Social Development Strategy. Consultation with key partners and the public are critical phases of the Strategy development. This staffing enhancement will ensure that the necessary consultation with key partners, key stakeholders and the public are completed in a timely and comprehensive manner. It will also provide staff support to future Volunteer Advisory

Committees (or alternative governance structures) that will be developed as a result of the implementation of the Strategy. Policy and planning support is also vital for the development of long-term plans for the Flagship initiatives that evolve from the Strategy.

Legal: N/A

POLICIES AFFECTING PROPOSAL:

There are a number of key strategic documents specific to Hamilton that will play an important role in the development and implementation of the Social Development Strategy for Hamilton. These include, but are not limited to, the City of Hamilton Economic Development Strategy, Vision 2020, the Culture and Recreation Master Plan, GRIDS and the Official Plan, HAHPI, HR Matters, the Early Years Start Smart report, etc. The intent of the Social Development Strategy is to reduce service delivery overlap and duplication, which will require a concerted effort by local government, organizations and groups to work together. The proposed Social Development Strategy does not involve a reinvention of the wheel, but a complementary and co-ordinating addition to what is currently already happening in Hamilton.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

A number of key informants from a variety of City Departments, community agencies and sectors were interviewed by Caledon in inform and guide the writing of the Vision and Flagships. Their time, insights and contribution to this work were invaluable. The following groups and agencies were represented: members of the Hamilton community, City Council, Hamilton District Health Council, Social Planning and Research Council of Hamilton-Wentworth, Ministry of Community, Family and Children's Services, Hamilton Community Foundation, Human Resources Development Canada, United Way of Burlington, Hamilton-Wentworth, New Trillium Foundation, Hamilton-Wentworth District School, Chamber of Commerce, Volunteer Centre of Hamilton, Action 2020, Hamilton-Wentworth Training Board, and the Citizen Action Group/Hamilton Help Centre/Youth Employment Centre.

Following the completion of the Caledon report two focus groups and two interviews were conducted with members and delegates of the City's Corporate Management Team and the SPHSD Management Teams. Their valuable feedback and suggestions have guided the content of this report as well as the identification of the key developmental issues for 2003.

CITY STRATEGIC COMMITMENT:

A Social Development Strategy for the City of Hamilton is in line with a number of the City's Strategic Commitments. It encompasses the values of Leadership, Innovation, Integrity, Respect, Compassion and Teamwork. While it meets a variety of the City's goals, helping to make Hamilton a great place to live, is where most connections occur. There is direct linkage to the goals of providing quality community services; supporting people in need, with care; involving young Hamiltonians; and contributing towards a sustainable community. The Social Development Strategy will also contribute towards the following City Strategic Commitments: developing partnerships for Hamilton with other levels of government; benchmarks and performance measurement; employer of choice; business and service excellence; and new opportunities for public input and volunteerism.

CALEDON
INSTITUTE OF
SOCIAL POLICY

A Social Vision for the New City of Hamilton

by

Sherri Torjman
Eric Leviten-Reid
Paul Heisler

September 2002

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Acknowledgements

This Social Vision was prepared at the request of the Social and Public Health Services Department of the new City of Hamilton. The new City was amalgamated from the former municipalities of Hamilton, Ancaster, Dundas, Flamborough, Glanbrook and Stoney Creek. The Department, in turn, extended this request on behalf of the Human Services Managers Group composed of representatives from key social organizations.

The authors would like to thank the staff of the Social and Public Health Services Department of the City of Hamilton for their invaluable assistance and support. We also express our appreciation to the other members of the Human Services Managers Group for their time and contribution to this work: the Hamilton District Health Council, Social Planning and Research Council of Hamilton-Wentworth, Hamilton Community Foundation, Human Resources Development Canada, United Way of Burlington Hamilton-Wentworth, New Trillium Foundation and Ontario Ministry of Community, Family and Children's Services.

Several sources of information contributed to the development of this Social Vision. It includes the findings of a wide range of reports prepared by various Hamilton groups and organizations. Interviews were conducted with selected key informants. The Vision also was based on a review of relevant literature and exemplary models from other communities.

A Social Vision

This Social Vision sees the new City of Hamilton as a *safe, healthy and caring community* which fosters a sense of belonging and pride. It is a *culturally rich and diverse community* which ensures that all citizens have access to opportunities and resources to meet their basic needs and promote their active participation. It is a *vibrant community* which promotes support for basic needs as well as inclusion and learning for all.

Vibrant communities ensure that basic needs are met. There is no individual or family without a roof over its head. No child goes to school hungry. No person suffers from abuse or violence without having a safe place to go.

Inclusion means that all members of a community are able to participate to the best of their ability. Inclusive communities remove more than just physical barriers. They remove the fiscal obstacles to participation and seek to engage citizens in meaningful ways.

Learning is concerned with opportunities for knowledge and skills development at all ages and stages of life. Learning communities also engage members in resolving complex social, economic and environmental challenges.

Appropriate social investments create the foundation for a strong competitive local economy. Vibrant communities create vibrant economies and societies.

Why Do This?

The purpose of a Social Vision is to identify the priority areas for investing in people and their neighbourhoods. Before spelling out the components of a Social Vision, it is important to explain why the City of Hamilton needs such a Vision and why City Council should take the lead in spearheading this work. Actually, there are several reasons.

The first has to do with the fact that City Council is putting into place a bold new Economic Development Plan. It promises to revitalize the Hamilton economy, which was hit hard in the 1990s by the loss of several manufacturing plants and many associated jobs. Profound technology shifts as well as international free trade agreements have transformed dramatically the way that many industries, both here and abroad, do business. The local economy is still adjusting to these structural changes.

The Hamilton economy did, in fact, gain substantial numbers of new jobs in 2000 and actually had better job growth relative to the rest of the province in that year. But the recent recession took a serious toll on the local economy. Many thousands of jobs were lost, wiping out nearly all the gains of the previous year.

The good news is that the City of Hamilton is on the rebound. Like other regions of the country, it has had to formulate very carefully the transition to a new economic base. It began this challenge by identifying the traditional and emerging clusters of the local economy: industrial/manufacturing/port; agriculture; airport; health and biotechnology; information and communications technology; and film.

This framework for regional economic development is based on the recognition that healthy local economies are composed of industry clusters and their supporting economic infrastructure. 'Industry clusters' refer to interrelated, geographically concentrated sectors along with their key suppliers and supporting institutions. These industry clusters act as the drivers of local economies and have the potential to generate substantial employment.

The cluster-based approach also can have a positive impact upon social development. Research supported by the Office of Policy Development and Research of the US Department of Housing and Urban Development found clear links between the competitiveness of local businesses and poverty.

Sector-based economic development strategies that focus on low-income people and communities can be quite successful at fostering economic growth and increasing job opportunities for disadvantaged people. Research by Harvard Business Professor Michael Porter notes that economic opportunities can be generated in inner-city neighbourhoods by developing adjacent clusters.

But cluster-based development is about more than the creation of jobs. The cluster model contends that economic growth requires 'quality foundations,' which include the physical and social infrastructure of the community. Cluster-based development makes clear that economic progress is not possible unless attention is paid to skills development, social needs and the quality of life.

This model of economic development is consistent with the growing global recognition of the role of large urban centres as the engines of national economies. This recognition has created pressure for major cities to become 'world class' actors on the international stage. In order to survive in a competitive environment, cities need to attract investment and the best possible talent in the world. The City of Hamilton's Economic Development Department has been working with the Department of Human Resources Development Canada and the Hamilton-Wentworth Training Board in order to meet local human resource needs over the next two decades.

Cluster-based economic development is also consistent with the newly released National Strategy on Learning and Innovation, which notes the importance of social investment as a key element of innovative environments. The national strategy points out that investments in health and education, in particular, are important in their own right because they help Canada attract the highly qualified talent that drives innovation; workers and their families want to live in safe, clean communities with high-quality services. A healthy and educated population also attracts investment. A 'virtuous circle' is thereby created: Good economic policy creates the wealth to address social priorities that, in turn, fuel more innovation and economic growth.

Other important arguments that link economic and social factors are put forward in the book *World Class: Thriving Locally in the Global Economy* by Harvard Business Professor Rosabeth Moss Kanter. She argues that communities need both magnets and glue.

'Magnets' are the factors that attract a flow of external resources – such as new companies and people – to renew and expand skills, and contribute to the economic health of the region. Magnet factors typically include a healthy and well-educated workforce, clean environment, vibrant business climate, and solid social and cultural infrastructure.

She notes, however, that communities also need 'glue' to hold them together. In addition to the physical infrastructure that supports daily life and work – roads, sewers, electricity and communications systems – communities require social networks and programs to solve problems and promote the economic and social well-being of all their members. A 'world class' city is achievable only by addressing the needs of people at home. This means that it is not possible to create the magnets unless attention is paid to securing the glue.

Many cities in Canada have suffered significant job losses similar to the Hamilton experience. Like other communities, the region has seen a rise in 'nonstandard employment' – jobs that may be less than full time and that do not provide benefits like pensions, or health or dental coverage.

Throughout the country, and indeed the world, there has been a shrinkage of work in the middle-earnings range. The shift is partly the result of changing technology, with silicon chips replacing countless middle managers. Many middle-level positions also have been shed through downsizing. Job security may be a relic of the past but it is clearly having an impact upon families in the present.

The labour market has moved to extremes in yet another way: the growth of both long and short hours of work. Hours of work are increasing for some full-time workers who tend to have high incomes. At the same time, there is more part-time work, much of it involuntary and most producing low wages. Many workers find themselves on the good side or the bad side of this 'hour and earnings divide.'

As a result of profound changes to the labour market, most families now need two incomes in order to make ends meet. Many households cannot find enough hours of work to generate the income required to house and feed their families adequately. Most families are also experiencing a time crunch – which means less time for personal needs and interests, notably spending time with children and volunteering in the community.

All cities in Canada and indeed, throughout the world, have seen these changes. In this regard, the City of Hamilton is not alone. Nor is it alone in the fact that far too many citizens have low and unstable incomes or are at risk of falling into poverty or homelessness. Many single-parent families struggle to meet their needs without the appropriate supports. Far too many children are being removed from families because of abuse or neglect and are being taken into the care of child welfare agencies.

The signs of strain are evident across the country. For seven consecutive years, Canada was ranked first in the world according to the United Nations' Human Development Index; in 2001, it fell to third. In 1989, one child of every seven children in the country was poor. The House of Commons passed a unanimous resolution to eliminate child poverty by the year 2000. Ten years later, one in five – or 18.5 percent of all children – still lived in poverty.

Unfortunately, the child poverty rates for the City of Hamilton surpass the national average. At last count in 1995, the poverty rate for children aged 0-14 was 27 percent (25,400 children). Twenty-six percent of young people (or 15,310 individuals) between the ages of 15 and 24 were poor in that year.

The City of Hamilton has a higher rate of teen pregnancy than that for the province overall. While the City's Aboriginal community is relatively small with only several thousand members, nearly half are poor.

Forty-one percent of visible minority members lived in poverty in 1995. Although Hamilton has the fourth largest immigrant population in the country, the federal government has not designated the City as a major receptor site. New Canadians clearly are welcome because of their invaluable social and economic contributions. But there is often an adjustment period for newcomers and the City receives no federal financial support for the many settlement services it provides.

The City of Hamilton needs a Social Vision to guide its work because these problems are urgent and are ignored at great cost. The City needs a Social Vision because there is currently no overall plan or strategy for advancing a social agenda. A framework is required for tackling these difficult problems in a systematic and systemic way.

But the insight of a Social Vision is especially critical at this time because it has become more difficult in recent years for local governments to confront the varied and complex challenges they now face. In 1996, the federal government dismantled the Canada Assistance Plan, which had been an important source of funding for family and community services. The withdrawal of this legislation has meant fewer dollars for child care and family services, youth programs, and supports that help the elderly and persons with disabilities live independently in the community.

Core Values

This Social Vision and associated goals are rooted in a set of core values. These have helped shape the development of this framework and should continue to guide the work as it proceeds.

A Social Vision values *democracy* and the right of citizens to associate freely with each other and voice their views.

A Social Vision values *active citizenship* and the worth that the community derives from members expressing a sense of responsibility to each other through political and voluntary engagement.

A Social Vision values *social justice.* It seeks to reduce the disparities between those in the community with resources and those without, and to provide opportunities for all citizens to attain social and economic well-being.

A Social Vision values *inclusion,* which entails the right to speak and be heard – and to participate in all aspects of the community. Inclusion involves a recognition of and respect for diversity. It also implies accessibility – the ability of all citizens to obtain the resources and services needed to share fully in community life.

Operating Principles

The City should:

- Base its work within the Social Vision on a factual understanding of the City.
- Build on successful initiatives undertaken or already under way including the New City of Hamilton Statement of Mission and Goals, the new Economic Development Plan, Vision 2020 and Action 2020, the Vision 2020 Sustainability Indicators project and the Municipal Children's Strategy.
- Incorporate this Vision into its own employment practices and delivery of services.
- Seek input from citizens and relevant organizations on all aspects of planning and action, and be accountable to the public.
- Achieve the vision, goals and actions through collaborative relationships, coordinated actions and integrated programs involving diverse sectors and community organizations.
- Set clear targets for the desired goals and monitor progress on an ongoing basis.
- Modify and improve performance through continual learning.
- Be prepared to do things differently and afford staff the opportunity to change practices, reinvest resources and make new alliances as required.

- Think big and act through well-planned small steps. This overarching Social Vision should be broken down into manageable and measurable actions set out and reviewed on a regular basis.

The Plan

The City of Hamilton should seek to:

- Provide leadership and act as champion for this Social Vision.
- Create public awareness of the pressing social needs in the community and of the importance of social investment.
- Foster a sense of responsibility for social well-being among all sectors.
- Build relationships among the diverse organizations and sectors that comprise the community.
- Integrate more effectively the services that the City delivers in order to improve the social well-being of Hamilton citizens.
- Undertake several flagship initiatives in collaboration with key partners in order to tackle major social problems.
- Assess progress in meeting identified goals and continually improve upon actions.
- Listen and learn.

The Process

The City should try to 'think big' but proceed thoughtfully and carefully. While the following actions are set out as a step-by-step progression, they are not necessarily linear. Building relationships, for example, is a continual process. The work should begin, evolve and begin again by building new relationships. City Council also must monitor progress and continue to listen and learn at *all* stages of its work. The actions to pursue include:

- Create ownership
- Raise awareness
- Build relationships
- Gather information
- Set goals and targets
- Take action
- Monitor progress
- Listen and learn.

Create Ownership

City Council can play several key roles as leader, champion, exemplary employer, investor, convener and partner.

It should make a commitment to championing this Social Vision. In order to create ownership for this vision, City Council should establish a governance structure for coordinating and monitoring the overall effort. Each flagship initiative that is pursued (Appendix A) could have its own governance structure and/or advisory committee.

City Council should be open to new solutions and allow staff to be creative with respect to the interventions in which they engage and the reinvestments they make. It should continue to require clear and regular reporting.

Raise Awareness

There is growing recognition that the improvement of social well-being is not simply the purview of the social sector – or even governments. It is in the interest of every individual and organization in the community to ensure the conditions for healthy, well-educated and engaged citizens – just like a clean environment benefits all individuals and a buoyant economy is positive for the entire community. It is in the common interest, and therefore a shared responsibility, to strengthen all three legs – social, economic and environmental – of the sustainable development stool.

Build Relationships

An essential early step is to build relationships with other sectors and partners. Strong and caring communities start with the citizen as the base. In fact, citizens collectively create the social fabric when they invest their time and resources in the community.

Many of the bonds created in communities arise from informal contacts and relationships formed among neighbours on the same block or parents of children in the same classroom. The process of building relationships means that the community is building its 'social capital,' which is created when people come together out of a shared purpose that goes beyond individual benefits. The social capital arising from these relationships adds to the resilience of individuals, families and the entire community.

There is growing recognition of the value of social capital. It has been found to contribute to health and well-being in significant ways. People with strong networks tend to be more successful in their careers and live longer. The same holds for communities and societies in which there are overlapping networks of formal and informal relationships. Individuals in communities and societies with high social capital tend to be more prosperous, healthier and experience less crime. In the case of safe cities, in particular, Jane Jacobs pointed out in *The Death and Life of Great American Cities* the need for many "eyes on the street."

We are beginning to understand some of the implications of this research. It means that there is a need to create or support opportunities for people to come together for social, educational, recreational or cultural purposes. It also means that there is value in fostering partnerships among various organizations and sectors, particularly among those that may not have worked together in the past.

Local governments can foster social capital by acting as a bridge among neighbourhoods, community organizations and social institutions, and by convening citizens and representatives from diverse sectors in local dialogue. They can encourage the building of a shared vision for the community.

In pursuit of this Social Vision, City Council should work closely with groups and organizations that comprise the social sector and that foster the social well-being of the community. But it also should expand the network of stakeholders involved in social issues to include citizens, business, educational institutions at all levels, health organizations, the arts community, the recreation sector, and the federal and provincial governments. It is essential to bring together the best minds, skills and resources – all the available assets – to tackle complex social challenges.

Gather Information

As this Social Vision becomes translated into action, it will be essential to build the work upon the best available evidence and information. The challenges, possible causes and correlates must be clearly understood along with various models that have worked effectively in addressing these issues. The most informed insight is required into the know-what, know-why and know-how of the concerns to be tackled.

Set Goals and Targets

One of the key tasks in undertaking a Social Vision is to identify clear goals and measurable targets that City Council strives to achieve. A set of indicators also is required to determine if action is being taken in the right direction and, if so, whether it is moving quickly enough.

In pursuit of this Social Vision, City Council should undertake several flagship initiatives, to be determined in collaboration with citizens and community organizations. These flagships are presented as possible examples of places to start and are not intended to provide an exhaustive list of all possible initiatives. The governing structure created to oversee this Social Vision should ensure that major targets and associated indicators for tracking progress are developed. It should build upon the work currently under way as part of the Vision 2020 Sustainability Indicators project in which many Hamilton citizens have been actively involved.

Take Action

i. On Its Own

There are two kinds of action upon which City Council can embark. It can take action on its own and it can move forward with a variety of partners.

The City of Hamilton can play a lead role by acting as exemplary employer and by ensuring that its policies and practices are responsive to the family needs of its employees. This role is described in Appendix A.

City Council also can make an important difference by delivering more effectively many of the services it currently provides. The new City of Hamilton delivers a range of services including child care, social assistance, public health, arts and culture, and recreational programs. In some areas, the City provides these services directly. In other areas, such as child care, a mix of providers is involved and the City allocates funding to help deliver these services.

There is extensive evidence – much of it developed by Hamilton-based researchers – regarding the value of integrated service models. It is a far more effective means of serving the needs of children and families. It is also more efficient in that it eliminates duplication of assessment procedures.

Other jurisdictions, such as the cities of Edmonton and New York as well as the province of Saskatchewan, are moving in this direction. In Hamilton, some important integration has begun with respect to children's services in the areas of language and speech services. The City also has coordinated a range of services for families on social assistance with young children. Much more could be done in this area – moving together a range of public health, recreational, cultural and social services.

The City of Hamilton can take the lead to promote inclusion. Some groups face barriers that exclude them from participating in the community – both physically and socially. The first step in building an inclusive community is to ensure that all members are able to move freely and engage in its social, economic and cultural life. There is a growing body of evidence that points to the negative effects of exclusion in terms of anti-social behaviour, violence and unsafe neighbourhoods.

The inclusion agenda is broad in scope. It can begin by efforts to open the door – literally.

Barrier-free design is the starting point for inclusion. This design is essential not only for persons with disabilities but for all community members. As the population ages, barrier-free design will become increasingly important. In fact, it should be the norm – not the exception. Ramps and curb cuts are helpful for seniors, for persons who need help walking and for caregivers pushing baby strollers. Low telephones can be accessed not only by persons in wheelchairs but also by young children. Large typeface is accommodating for all – including the growing numbers whose eyesight and hair colour are fading.

But the lens of inclusion checks for more than physical entry. It also checks for the ability to pay. Programs and facilities must ensure participation by all members.

In recent years, the City has charged user fees for many local facilities and services, such as hockey rinks and swimming lessons. It has had to introduce or raise these fees because of cash pressures that all local governments, including the City of Hamilton, face as a result of increased responsibilities for services with no additional financing. These fees make it difficult for many residents to participate in recreational and cultural programs. Entry fees may prevent many families from partaking in community activities, such as arts festivals, music or sports events, or cultural celebrations. Programs billed as 'community events' often exclude many members.

There is growing evidence that community events and celebrations – such as festivals, parades and block parties – are important to communities not just because they are fun. These celebrations build social capital. They help keep neighbours in touch with each other and reinforce the networks and associations that make neighbourhoods strong. These events are a vital means of creating community 'glue,' which strengthens and secures the social fabric. The citizens of Hamilton should be asked to help resolve this dilemma: the need to pay for these amenities and special events while at the same time ensure access for all.

It is also important to encourage citizens and key organizations to become involved in shaping this Social Vision and in working on selected flagship initiatives. In some ways, the engagement of citizens is easier said than done. Many members of the community have not played an active role in the past and may not believe that they can make a meaningful contribution to this process. In other cases, the time crunch that most families are experiencing these days makes it difficult to squeeze volunteer or community work into their already full schedules. Still others cannot afford to participate in community discussions because of travel or child care costs.

New ways should be sought to engage all citizens of Hamilton in discussing the social issues that concern all families and neighbourhoods. Efforts also should be made to involve young people and new Canadians, in particular, who often do not participate in (or get the opportunity to join) public discussions.

It is also important to reduce barriers to participation – by providing, for example, supervised child care during public consultations or meetings, soup and sandwiches (for the children as well) if these meetings are held at or near meal time, or a small payment to cover travel and child care costs. The possibility of making translators available at designated meetings also might be considered in order to encourage the participation of new Canadians or others who may require interpretation services – e.g., persons with hearing impairments.

While there are significant steps that City Council can take to tackle difficult social issues and improve the well-being of all community members, it cannot implement this Social Vision on its own. The participation of all sectors is essential to its success. Here City Council can play an important role as convener of the players with whom it can collaborate.

ii. With Partners

The second stream of action in respect of this Social Vision involves collaborative work with partners. These efforts are broader in scope than the single projects typically undertaken to tackle social problems. Ideally, these efforts will embody the following features:

- Address a range of issues as opposed to a single focus.
- Embody an holistic rather than compartmentalized approach.
- Involve a multisectoral process.
- Take a long-term perspective.
- Assume a preventive and developmental, rather than remedial, focus.
- Invest in community process as well as outcomes.
- Minimize duplication of effort by integrating and coordinating existing administrative structures wherever possible.

Several possible flagship initiatives are outlined in Appendix A. The initiatives presented are not intended to address all of the important issues related to social development nor to present all of the valuable work currently under way in the City of Hamilton. Rather, they are meant to illustrate the possible ways of tackling social challenges. They include efforts related to children and families, skills development and decent affordable housing. Each flagship initiative will be unique because it will be shaped by citizens and diverse sectors. But generally, the following steps should be taken:

***Preparatory Work*:**

- Identify the broad issues or concerns to be addressed.
- Involve community members in framing the identified issues and exploring possible approaches.

- Convene a multi-organizational or multisectoral steering group to take responsibility for providing leadership and direction, informing the community and coordinating the activity.
- Ensure that there is a strong champion who will stand up for the issue and represent it in all venues, or provide such leadership when it is not otherwise available.
- Ensure that there is a single group or organization (if different from the champion) recognized by all members as the community lead on the issue, assuming that role if circumstances require.

Specific Actions:

- Seek information that helps clarify the identified issue in terms of key correlates and explanatory factors.
- Seek information and expertise on intervention models and initiatives that have been developed in the City of Hamilton and/or tried successfully in other communities.
- Share with citizens and community groups the information gathered and action taken around the creation of a coordinating mechanism.
- Set goals and targets as well as associated indicators to determine progress toward these goals.
- Identify the resources and contributions that each group and organization is prepared to bring to the table – including funds, staff time, space, equipment, knowledge and expertise, networks and publicity. Seek additional resources and raise funds if required.
- Be prepared to do things differently and afford City staff the opportunity to change practice, reinvest resources and make new alliances as needed.
- Identify and seek to reduce or remove policy barriers, such as municipal bylaws that prohibit the establishment of small businesses in certain areas.
- Monitor and assess progress on an ongoing basis.

Monitor Progress

As City Council embarks upon this Social Vision, it should work with the community and selected groups to monitor progress toward the achievement of the overall goals as well as those that comprise the flagship initiatives. The City should identify the desired targets and determine progress on the basis of selected indicators.

It is essential to recognize the substantial work under way in Canada and internationally on the development of indicators. In fact, the City of Hamilton is a world leader in this area; the Vision 2020 Sustainability Indicators project has devised a range of indicators which can be tapped for this Social Vision. The project identifies the actions that citizens, governments, business and the voluntary sector can take to improve the various measures.

The City of Hamilton also should draw upon the Quality of Life work being carried out by the Federation of Canadian Municipalities and other cities. The Quality of Life Reporting System helps communities, including local governments, see how they are faring on various indicators of economic and social well-being. The Reporting System sets some baseline measures to pinpoint the areas that communities can work to improve.

There are other important monitoring activities under way at the local level. Both the Hamilton District Health Council and the Social and Public Health Services Department assess and report on the health and well-being of the Hamilton community and service delivery system on an annual basis. The Social Planning and Research Council (SPRC) and the Regional Office of Human Resources Development Canada produce key data on local issues, such as the SPRC's report on homelessness and its well-being index and HRDC's reports on labour market trends. Discussion is under way regarding the potential for the collaborative production and dissemination of several of these products.

While clear targets in respect of goals should be sought, much of the work involves fostering citizen engagement in tackling common concerns. Ideally, the selected outcomes will include a problem-solving mechanism that mobilizes diverse sectors of the community to tackle complex issues. It is essential to recognize the value of this 'process' work.

Listen and Learn

Learning is far more than an educational process in which individuals and groups acquire new knowledge. It is actually a form of community development in which members engage actively around issues that affect their lives. The problem-solving process set in motion as part of this Social Vision will provide an opportunity for the entire community to learn new ways of tackling its social concerns and improving its social well-being – together.

Next Steps

There are several next steps in this process. First, it is important to secure City Council's commitment to this Social Vision – not simply to its words, but to its spirit. This Social Vision represents a positive and essential investment in the citizens of Hamilton.

Second, meetings should be held in the community to discuss the elements of this Social Vision. The purpose of these meetings is to enable conversation about social investment to move beyond the groups and organizations typically engaged in these discussions. A Social Vision needs to be embraced by the broader community

Finally, the Human Services Managers Group should identify the priority areas around which it recommends action be taken. It may decide to select one or two flagship initiatives. Alternatively, it could determine that the community is ready to move at a faster pace. The Group should seek community feedback on its decision. It can demonstrate, through its actions, the principle of listening and learning.

Appendix A:
Flagship Initiatives

This Social Vision requires the engagement of many players and sectors in order to tackle a range of complex social issues. Three possible flagship initiatives that may be undertaken as part of this Social Vision are described here. The purpose of the flagship initiatives is to present concrete and practical ideas for tackling the complex challenges that the City faces. The proposed initiatives do not represent an exhaustive list of possible actions; they are illustrative examples and are intended as a starting point. While the proposed methods are based on a review of major documents and interviews with key informants, they are by no means an exhaustive environmental scan of all the activities currently taking place in Hamilton.

The three possible flagship initiatives relate to children and families, skills development and affordable housing. While other possible areas of intervention are identified later, these three themes are discussed at length for several reasons.

Key respondents frequently identified these areas as priority issues. The City of Hamilton and other community groups are already involved in these areas and are in an excellent position to pursue them more substantially. Each area in itself is a pivotal 'entry point' to addressing a range of related concerns.

There are serious and growing problems in the City of Hamilton with respect to the well-being of children. But a rich and extensive body of research on the early years tells us that many difficulties can be avoided or reversed with effective and early intervention. Investment in the next generation is also the centerpiece of the concept of sustainable development, which has guided much of the City's strategic planning over the years. The City of Hamilton already has the makings of a blueprint to carry forward in this area.

Skills development was identified as a second flagship initiative because it is intrinsic to the economic success of individual households. It is also crucial to the economic health of the region. The City of Hamilton has just completed an Economic Development Plan which identifies the key clusters that act as the drivers of the economy. The success of these drivers requires skilled workers.

Affordable housing was selected as the third possible flagship area. There is substantial work under way in the City of Hamilton with respect to affordable housing and the associated problem of homelessness. But there is still a lot to do, especially because decent affordable housing is one of the best ways to help low-income households.

But City Council may decide, in collaboration with the citizens of Hamilton and selected partners, that other areas should be pursued as well. These may be undertaken in conjunction with, subsequent to or instead of the three identified areas. Other possible flagship initiatives may focus upon youth, new Canadians, supports for independent living, crime prevention and neighbourhood improvement.

While there is no single method or formula for undertaking any of these flagship initiatives, some general steps can be identified. The first task is to get City Council's house in order by ensuring that its policies and practices are supportive of the identified effort. It is important to create a coordinating mechanism or some other governance structure to take responsibility for the initiative.

It is also essential to raise awareness among members of the community about the nature of the concern being addressed and the City's desire to tackle the challenge in collaboration with partners. This process actually should be undertaken at several points in any given effort even though it is discussed here as a single discrete action.

Other important steps include gathering information that helps clarify an issue and seeking guidance from models that have been tried successfully in the City of Hamilton or other communities. The members of the governance structure charged with responsibility for the effort must work together, in collaboration with the community, to set goals and targets. They also must identify suitable indicators to help determine progress toward these goals.

The resources and contributions that each group and organization is prepared to bring to the table – including funds, staff time, knowledge and expertise, space, equipment, networks and publicity – should be determined. Additional funds should be raised if required. Accountability is crucial; the progress of any effort must be monitored and assessed on an ongoing basis.

Children and Families

Goal

To ensure that all children have the best possible start in life by meeting their basic needs and by providing a range of opportunities for physical, intellectual, emotional and social development.

Why Do This?

Children are the most precious resource of any community – and must be carefully nurtured. This flagship initiative will focus on the challenges of early childhood development for children ages 0 to 6.

The first few years of life are critical for brain development and affect children's subsequent performance at school and, eventually, in the job market. The conditions of the early childhood years, including prenatal development, influence significantly a person's chances throughout life.

The focus on the early years is not intended to minimize, in any way, the needs of older children. Children and youth require appropriate supports at all phases of their lives. Similar initiatives might well be developed for other age groups.

Children who do not receive the nutrition and stimulation necessary for good development in the earliest months and years of life may have difficulty overcoming deficits later on. Research evidence has found that the effects of disadvantage on children can be reduced by a number of careful interventions, such as good prenatal health and adequate nutrition of the mother; good perinatal health and adequate nutrition of the child; bonding of the child with a nurturing caregiver; positive, encouraging discipline; opportunities for learning experiences in the home and community, especially early childhood education; and positive value being placed on learning and education by the caregiver. Ideally, these would be the experience of all children. Research also has found that high-quality child care can lead to better outcomes such as improved adjustment to school, academic success, higher level of school completed, fewer arrests and fewer people requiring social services and income supports.

In short, investment in early childhood nutrition, stimulation and development is a crucial preventive measure and is essential under even the best of circumstances. But current circumstances unfortunately have not been the best. The 1993-97 infant mortality rate for Hamilton, for example, is higher than that of Ontario and Canada overall. The premature birth rate is on the rise; the singleton premature birth rate rose from 5.7 percent in 1991 to 6.4 percent in 1997.

A higher number of low birth weight babies are born in the Hamilton region than the provincial average. Very low birth weight babies experience developmental problems. Difficulties in school, in particular, often continue into adolescence and a large proportion of these babies require special education services in later years.

In 1998, 16.3 percent of households in Hamilton were single-parent families. The number of single parents living in poverty was higher in Hamilton than in Ontario and throughout the country.

There is a serious lack of high-quality affordable child care in the City of Hamilton, especially in rural parts of the region. There are not enough infant spaces, and an inadequate supply of toddler, preschool and school age spaces. There is a lack of licensed child care for shift workers, parents who work on weekends and parents experiencing a short-term emergency. Between the 109 nonprofit programs, 21 commercial operators, and three home child care agencies, there are only enough licensed child care spaces for six percent of children under age 12. The services that do exist need to reflect more adequately the City of Hamilton's growing ethnic, cultural and linguistic diversity as well as the needs of Aboriginal members of the community.

There are serious child welfare problems in Hamilton. The number of children taken into care by Children's Aid Societies throughout Ontario used to rise at an annual rate of 3 to 5 percent. But in the past three years, the rate of increase has been growing by 35 percent province-wide (more than 10 percent a year). In the City of Hamilton, the number of children taken into care by the Children's Aid Society jumped by 25 percent in the past 12 months. The removal of children from their homes into the custody of child welfare authorities generally is a last-resort measure after all other interventions have failed. It is a bellwether of deep problems in families and neighbourhoods.

On a less disquieting but equally serious note, there are subtle signs that the community's children may be losing ground. The scores of City of Hamilton Grade 3 students on provincial tests were average relative to overall scores for the province. But by Grade 6, the educational scores of these students had fallen below the provincial average. At last count (1995), Hamilton had a poverty rate of 21.9 percent compared to 17.7 percent for Ontario and 19.7 percent in Canada in that year. This is serious for children, in particular, because of the strong link between poverty and school failure. These signs call not only for vigilance but also for action.

Possible Plan of Action

Review employment policies

The first responsibility is to act as a model for the community. City Council should review its own employment policies to ensure that these are responsive to the family needs of its employees. These include flexible working arrangements, job sharing and unpaid leaves of absence for family reasons. It is essential to recognize that parents may need to take time occasionally for children's medical appointments and for attendance at school events. It is also important to minimize the excessive scheduling of meetings during family time on evenings and weekends.

Create coordinating mechanism

At the current time, no single organization is clearly responsible for organizing efforts to ensure the well-being of all children. Over the past year, the Hamilton Early Years Initiative has begun to address this pressing concern. Established through Order-in-Council by the Ontario Government in the fall of 2001, the Hamilton Early Years Steering Committee was charged with mobilizing the community around early childhood development.

The Committee recently completed an extensive research and consultation process culminating in the release of *Start Smart: The Hamilton Early Years Mobilization Plan.* The report recognizes the diverse initiatives in this area already under way. It also notes that many groups and organizations are already coordinating their efforts to better serve young children and their families.

What is lacking, however, "is an overall coordinated and integrated approach to the early years – a common vision with agreed-upon strategic directions, broad-based community support, agreed-upon desired outcomes and commitment to work toward achieving them."

The consultation undertaken as part of the Early Years Initiative proposed that the City of Hamilton take the lead role in coordinating the community response to early childhood development. It should work with other government bodies, such as the provincial ministries responsible for family and children's services, education and health; social service organizations involved with children and families; and the wider community. The City has the authority and stature required to work with many partners as well as a scope of responsibility in this area not matched by other potential partners.

Any flagship initiative focussed upon the needs of children and families requires a mechanism to take responsibility for identifying and coordinating the actions that comprise the strategy. The group should include the City of Hamilton Social and Public Health Services, and the Division of Culture and Recreation and Parks as well as key community organizations such as school boards, the Children's Aid Society and Catholic Children's Aid Society of Hamilton, the Centre for the Study of Children at Risk, early childhood development programs, recreation and arts programs, the Social Planning and Research Council of Hamilton-Wentworth, the United Way of Burlington Hamilton-Wentworth and the Ontario Ministry of Community, Family and Children's Services. Parents and the consumers of services also should be involved.

The various representatives may decide to share responsibility for chairing the initiative. However, one organization ideally should be designated as lead and prime champion.

It is important that any overarching coordinating process fully recognize the collaborative efforts under way in the community. For example, the Regional Task Force on School Age Nourishment, working with the Social and Public Health Services Department and the Hamilton Community Foundation, set a direction for the development of all nourishment programs in the region. The preschool initiative for speech pathology brought together health, education and social services. Some elements of the Children's Vision Document with its children's report card, promoted by the Social Planning and Research Council of Hamilton-Wentworth and the Hamilton District Health Council, have been incorporated into Vision 2020, the sustainable development framework for the City.

The Family Resource Centre Coordination Project, with funding support from the City of Hamilton, has enabled family resource centres to work together at expanding services and avoiding duplication of efforts. The Integration Resources Hub project has established a collaborative effort to promote the inclusion of children with special needs in child care settings. This model could be applied to other communities across the province. All of these initiatives serve as strong foundations upon which a comprehensive coordinating process can build.

Engage citizens

Numerous conferences, reports and meetings already have pointed out the importance of investing in all children and tackling more effectively the needs of vulnerable children. But many of these discussions are held among persons who already are aware of the issues. The City should spearhead a public education program that informs other community groups about the importance of preventive action in the early years – for all children.

In addition to raising awareness about the importance of investing in the early years, this Social Vision calls for the active engagement of citizens in proposing actions to improve the well-being of children. One possible method is to set up small discussion groups or study circles to identify the strengths and concerns of the neighbourhood as seen through the eyes of residents. Guidelines are available on how to conduct these kinds of study circles in order to meaningfully engage community members.

These groups ideally would involve a mix of people to share their views and figure out ways to support each other – e.g., through the supervision of safe play. Hamilton residents also may want to organize neighbourhood events such as arts festivals, cultural events, community play days, educational sessions or potluck dinners. These events could have the effect of strengthening the social fabric of the neighbourhood and the context within which community members together help raise 'their children.'

Gather information on exemplary models

There are countless exemplary programs for children including those run under the auspices of Healthy Babies/Healthy Children (a province-wide program of infant screening and targeted home visiting for high-risk families and children in which the City of Hamilton participates), the Canadian Prenatal Nutrition Program, the Community Action Program for Children and family literacy projects, such as the Family Literacy Advisory Group. Other interesting models are worth noting as well.

The City of London, Ontario, is working in partnership with the federal and provincial governments as well as local school boards and other community organizations to address the health and learning needs of children. Individual neighbourhoods identify the issues and ideas they want to address; current projects focus on safety, educational needs, school breakfast programs and family events.

Another exemplary model is 'Success by 6,' in place in more than 200 communities throughout North America. Success by 6 focusses upon five objectives in addressing early childhood development: supporting parents, ensuring healthy babies, promoting early learning programs, protecting children from abuse and neglect, and supporting neighbourhoods. Initiated by the United Way, Success by 6 is not a single program and is neither funded nor owned by a single organization. Rather, the initiative builds partnerships among the public, private and voluntary sectors to raise awareness of the importance of early childhood development. It seeks to enhance collaboration among service providers, and raises money over and above United Way campaigns in order to increase investment in services known to make a difference in child development.

Commit to a Municipal Children's Strategy

The City of Hamilton already has embarked on important work in this area, emerging from the *Connections for Kids* report. It should review this strategy and re-commit itself to a Municipal Children's Strategy, a draft of which had been prepared in 1999. The Strategy made reference to the need for coordination, both within and between City departments, in the design, funding and delivery of children's services. The City should take steps to maintain and strengthen partnerships with other levels of government as well as boards of education, service providers, researchers and local businesses.

Integrate services

Another important action that can be taken in the short term is to integrate more effectively the range of programs currently provided for children and families. In recent years, important steps have been taken by the City's Department of Social and Public Health Services. The Department has been restructured to integrate more fully the policies and programs pertaining to child care, public health, social assistance and other social services.

Despite these changes, children's issues still tend to be divided into discrete categories such as public health, primary health, long-term care, schools, child care, social services (both local and provincial), corrections agencies, charities, recreation and leisure, food and shelter, and social assistance. This fragmentation seriously impedes progress in meeting children's needs, and children's networks and programs tend to work in isolation from one another. Inadequate communication and coordination can result in service gaps and the inability of the system to respond effectively to individual and family needs. Continued efforts are needed to integrate services within and among departments at all levels of government, and between governments and community groups.

Important research findings are emerging that identify the value of service integration. Hamilton-based researcher Dr. Gina Browne and colleagues noted in a study entitled *When the Bough Breaks* the positive impact of delivering services in an integrated or holistic way, rather than through the piecemeal approach typically used. Far too many resources are spent in duplicate assessment and administration; resources are wasted through services that work against rather than with each other.

One key step is to identify all the areas in which service delivery can be integrated. The City of Hamilton delivers a range of services and programs through the Social and Public Health Services Department, and through the Division of Culture and Recreation and Parks. The integration can begin incrementally as the community already has done in many instances – e.g., the closer alliance of speech and language services for children and through cooperative work, such as Partners in Nutrition. Closer integration does not mean that the administration of these services must be combined or that organizations must amalgamate. But it does mean that any given household would go through only one intake procedure and that a single coordinating system would have responsibility for helping that family negotiate the system.

Develop preventive supports

City Council should recognize the importance of ensuring access to services for children deemed at risk of developmental delay or emotional problems. These services include prenatal nutrition programs, early screening and home visits by public health nurses to at-risk households. It also should acknowledge the need to assist – through counselling, respite care and additional assistance in the home – families at risk of neglecting or abusing their children. The *Connections for Kids* report recommended that service providers and boards of education pay particular attention to the educational, health and social needs of high-risk groups, such as adolescent mothers.

It should be noted that recreation is emerging as a central piece of the puzzle, particularly for families and children deemed to be 'at risk.' Dr. Gina Browne and colleagues found that recreational services alone help psychologically disordered children on social assistance maintain their social, physical and academic competence at a level equal to that of a non-disordered child. Without the services, children's competence levels actually drop. Recreation appears to pay for itself through reduced use of health and social service, such as child psychology, social work and probation. The impact of providing recreational services alone resulted in a 10 percent greater exit from social assistance compared to the parents of children who did not receive this service.

The significance of Dr. Browne's research has been recognized in Hamilton since 1999 when a group of youth service agencies proposed that local government subsidize culture and recreation experiences for children and youth whose parents were in receipt of social assistance. This initiative should be expanded to ensure access by all children.

Participation in sports, recreation and other leisure activities is essential for all children because these activities promote inclusion, and are associated with an enhanced quality of life through the acquisition of new skills and improved physical and psychological well-being. Data from the National Longitudinal Survey of Children and Youth found that children who participate in organized activities outside school such as sports, music, the arts or clubs tend to have higher self-esteem, interact better with friends and perform somewhat better in school. Recreation and the arts are as integral to our Social Vision as are social services. From a health perspective, recreation is especially important in reversing the growing problem of child obesity and diabetes.

Community-based supports for families are essential to help prevent problems and to encourage positive development. These include high-quality affordable child care and local resource centres where parents can go for information about child development and programs for families. 'Mom and tot' playgroups offer important socialization opportunities for children and informal support for parents. Respite through formal services or informal means, such as babysitting co-operatives, can provide crucial occasional relief for caregivers. Toy and book lending libraries make available important resources for low-income families. The newly announced Ontario Early Years Centres will provide further support to these many positive initiatives.

Promote school as hub

Schools are convenient centres for service provision and awareness because children come to school every day, often accompanied by parents. Many families see the school as a place to get help and schools can share a wide range of facilities. Services for students can be accessed during school hours with little disruption to their studies. The school facilitates the delivery of services in one safe and familiar place rather than having students travel in all directions to seek support. With the joint or adjacent location of services, various agencies are able to communicate and work together, share ideas and resources.

This view is reinforced in the recent *Convergence* report by Dr. Gina Browne and colleagues, who note the central role of schools in promoting the well-being of children. The researchers propose that education services, in partnership with health, welfare and recreation services, should promote social, emotional and behavioural well-being as part of all children's healthy development and total education. They further recommend that universal, early intervention and culturally sensitive mental health promotion services be co-located within the educational sector and should include supports for those with intense and long-term needs.

While schools are well-situated to act as service hubs, other neighbourhood agencies, such as family resource centres and recreation centres, may be able to play that role in some neighbourhoods. The concept of service hub should be applied flexibly and in ways that build upon existing community capacity.

Help build strong neighbourhoods

Strong neighbourhoods are an important foundation for healthy children and families. One possible focus of a flagship initiative is to build a stronger sense of community in selected neighbourhoods. With most parents involved in paid work and with many adults engaged in caregiving – either of children or aging parents or both – most families face serious time pressures.

Part of this work can focus on encouraging neighbours to make connections so that families feel rooted in a caring and supportive environment. Possible activities may involve the creation of family resource centres, play groups and family reading circles. Other actions include the organization of community events such as cultural festivals, sports activities or theme days to help neighbours get to know one another and collaborate on common projects that create a more healthy environment for all. Neighbours may work together to build a playground for children or organize a community clean-up to ensure a more healthy environment.

The neighbourhood also may decide to focus upon a common concern, such as establishing a community garden or setting up a good food box program to ensure access to high-quality food at affordable prices. They may organize weekly potluck dinners for families to promote neighbourhood ties while providing nutritious and reasonably priced meals.

Neighbourhoods can help one another as well. They can share success stories and provide each other with support in undertaking effective initiatives.

Identify key indicators

The initiative will identify several key indicators to help determine whether any of the selected interventions are having any impact upon children, families, selected neighbourhoods and the broader community. The precise indicators will vary depending upon the interventions that the community ultimately decides to pursue.

There already has been some important work in this area that can serve as a foundation for this choice. A notable example is the 'Keeping Score on Kids' project spearheaded by Dr. Dan Offord and colleagues at the Hamilton-based Canadian Centre for Studies of Children at Risk. The School Readiness to Learn Project, undertaken as a partnership between the Canadian Centre for Studies of Children at Risk, the Hamilton-Wentworth District School Board and the City of Hamilton's Early Years Initiative, also could provide useful indicators of child development. The Canadian Centre for Studies of Children at Risk has received funding from the Ontario government to implement the Early Development Instrument

Other sources upon which this flagship initiative could draw are the Well-being Index developed by the Hamilton Social Planning and Research Council, the Hamilton-based Vision 2020 Sustainability Indicators project and the national Quality of Life measures developed by the Federation of Canadian Municipalities. Possible indicators include, for example, the percentage of lone-parent families, rate of infant mortality, percentage of low birth weight babies, teen fertility rate per 1,000 women aged 15 to 19, measures of school readiness and extent of participation in recreational activities.

Monitor progress

The coordinating mechanism responsible for the initiative should set out a proposed plan of action based on the possible areas of intervention identified above. The plan should be reviewed with selected community groups and modified based on their feedback. The coordinating mechanism also is responsible for developing a strategy to monitor and share information on the progress.

Skills Development

Goals

To ensure that the knowledge and skills of workers match the needs of the core clusters of the Hamilton economy.

To assist workers who have been marginalized from the labour market gain access to opportunities for meaningful employment.

Why Do This?

The City of Hamilton faces high rates of unemployment. This was not always the case. The local economy weathered some profound transitions throughout the 1990s. In 1998, the region had one of the lowest unemployment rates in the country and ranked first in employment growth among Ontario's 10 Census Metropolitan Areas.

But since the first quarter of 2001, employment in the Hamilton Census Metropolitan Area (CMA) has contracted. In the first quarter of 2002, there were 334,700 people employed in the Hamilton CMA compared with 352,900 people in the first quarter of 2001, a decline of 18,200 workers. By contrast, employment in Canada grew over the same period by 155,400. Youth participation in the Hamilton labour market also has dropped. Higher unemployment also is reflected in an 11 percent increase in Employment Insurance claims last year (2001).

The City faces problems related not only to the numbers of jobs. It also must deal with concerns around the numbers of available workers. Hamilton's net migration and natural growth rates tend to lag behind other high growth communities such as Peel, York, Waterloo and Halton. The Hamilton labour market reproduces itself just slightly less than on a one-to-one basis. Labour shortages are predicted for coming years.

In its *Environmental Scan 2001*, the Hamilton-Wentworth Training Board found growing evidence of a skills mismatch in the region. The expertise of the current labour force – those currently employed as well as those seeking work – does not match the region's knowledge and skill requirements in the coming years. Moreover, employment service agencies anticipate shortages in the skilled trades unless greater efforts are made to recruit and train such workers. There is also a skills gap, which refers to the inability to meet current skill requirements in terms of basic math, 'soft skills,' language competency and technological skills.

In addition to a skills problem, many groups face higher than average rates of unemployment. Persons with disabilities often find that there is little or no accommodation of their special needs. Many more would be able to work if they could get in the door or if they had access to required equipment or assistance. New Canadians face barriers to work because skills and experience acquired offshore often are not recognized in this country. Workplace discrimination also poses a significant barrier to the efforts of new Canadians to secure employment and advance up the job ladder.

Many young people have problems just getting a toehold in the labour market because they lack work experience – something difficult to gain if they are not hired. Despite current and pending labour shortages, there is still a shortage of employment and training opportunities for youth.

While there are some complex challenges, there are also many strengths in the local economy. The City of Hamilton has adopted a new Economic Development Plan which identifies the key clusters that will act as the engines of local economic development. The challenge is to meet the human resource requirements of these clusters. The Hamilton-Wentworth Training Board has noted that recruitment efforts would be greatly enhanced by building relationships that create collaborative, community-wide recruitment strategies. Here the City has some work to do.

Possible Plan of Action

Review employment policies

The first step that City Council can take to tackle the skills development challenge is to act as exemplary employer. It first must get its 'own house in order,' which means examining its own training and employment practices so that it sets an example for other employers in the region.

Wages and benefits should be reviewed to ensure that the City itself is not contributing to the ranks of the working poor.

City Council also should seek to provide employment opportunities for those who typically have a hard time breaking into the labour market. It must accommodate the needs of workers with disabilities and afford sufficient employment opportunities to new Canadians. With respect to young people, in particular, the City can offer mentoring, create internship positions and accept students for co-op placements.

For City employees, it is important to make provisions, such as flexible work hours, that allow them to balance the demands of work and family. In addition, employees should be encouraged to contribute to their community. As an employer, the City can support volunteerism by allowing workers a set number of paid hours per month for community service.

Finally, the knowledge economy requires all employees to engage in training on an ongoing basis. Such training is not simply nice to do; it is essential in a knowledge economy. The City of Hamilton can ensure that it provides opportunities for staff training and upgrading. This investment in human resources is consistent with its newly released Statement of Mission and Goals.

Create coordinating mechanism

As in any flagship initiative upon which the City embarks, it will need to create some form of coordinating mechanism to take responsibility for the issue. Ideally, this mechanism will be a multisectoral group that includes business (individual companies, sectoral councils and umbrella organizations), labour, McMaster University, community colleges, the Social and Public Health Services Department, the federal and provincial governments, the Hamilton-Wentworth Training Board, employment agencies such as the Citizen Action Group, anti-poverty groups, the Settlement and Integration Services Organization and groups representing persons with disabilities. It is clear that many Hamilton-based organizations already are actively involved in this area and have substantial expertise and experience to bring to the table.

One organization among the diverse players must take the lead and agree to act as champion for the issue. For example, in the case of the Partners for Jobs initiative (described below), the City of Ottawa played the role of convener and lead player for the first 18 months of the project.

A recently released report on skills development entitled *HR Matters* details the challenges facing the Hamilton community and sets out proposed actions. A group already has begun to take action in this area and needs to be engaged in any expanded efforts in order to avoid duplication.

Engage citizens

This Social Vision calls for the active engagement of citizens in proposing actions for enhancing skills development. One possible method is to set up small discussion groups or study circles to identify specific gaps related to skills development and ways to address them.

In Ottawa, the Social Services Department formed a Poverty Task Force as a vehicle for low-income residents to identify practical challenges related to poverty. The City provided financial support for its operation and engaged community developers associated with neighbourhood centres to support the work of low-income groups. This process resulted in a range of policy and program recommendations, many of which have received support from the City. A modified version of the Task Force became an advisory group to the newly amalgamated local government.

A similar process could be designed to obtain the input of workers, prospective workers and other stakeholders concerned with skills development. Nonprofit agencies, labour unions and business councils could serve as organizers, engaging their respective networks to provide ongoing guidance to the skills development initiative.

Gather data on local labour market

As in other possible flagship initiatives, it is essential to base this work on a solid understanding of key challenges. In the case of the labour market and human resource needs, this task is easier said than done. There are major gaps in knowledge at the local level. This is a problem not only for the City of Hamilton.

At the national level, various labour market surveys provide a picture of the country as well as a breakdown of trends for individual provinces. But it generally is not possible to disaggregate these figures to the local level. If a given city or region wants to know, for example, the extent to which its businesses are engaged in training, national data cannot be used to discern this information. The sample sizes are too small in certain regions and problems of confidentiality often arise with such application.

Yet this profile is required to devise an informed training system responsive to local labour market needs. In order to obtain relevant data, it is necessary to carry out surveys of designated sectors or groups of employers within identified clusters. The local office of Human Resources Development Canada (HRDC), which has responsibility for the collection, assessment and dissemination of labour market information, already has begun this process. The City, HRDC and its partners should continue this effort.

Raise awareness

City Council will need to raise awareness about the work undertaken as part of this initiative. In some ways, this task will not be difficult because employers typically have a keen interest in ensuring a pool of knowledgeable and highly skilled workers.

But it may be more challenging to persuade employers to hire workers who traditionally have been marginalized from the labour market. While Ontario Works recipients are the primary target of any skills development initiative, there are other individuals – such as Employment Insurance recipients and underemployed workers – who also could benefit from this effort. To encourage employment, it may be necessary to undertake special measures to facilitate their entry into and retention in the labour market. In many communities, links are being formed between nonprofit groups and businesses to create the range of supports that enable successful integration into the workforce.

Gather information on exemplary models

There are literally hundreds of examples of innovative training programs that can guide this work. But many communities have adopted a multisectoral approach to skills development.

One notable example is found in the City of Ottawa. It created Partners for Jobs to help tackle the problem of high unemployment and underemployment in the region. The Regional Chairman (now Mayor of Ottawa) convened a Task Force with representatives from business, labour, anti-poverty groups, education, social services, and the federal and provincial governments.

The Task Force was able to generate new forms of training, apprenticeship and job creation that never before had been tried. The welfare department and business sector worked together to develop short-term, geared-to-market training, known as 'customized training.' Special projects also were undertaken to recognize the skills credentials of immigrants.

The Partners for Jobs project has been highly successful in its results to date – nearly 1,300 unemployed workers were trained and in fewer than two years had found employment in various firms that comprise the key clusters of the local economy. Part of the success was due to the fact that the training was highly market-relevant. Partners for Jobs also helped participants with associated problems related to child care as well as lack of funds for transition to work and business startup.

As Partners for Jobs was under way, a major study was being carried out to identify the primary generators of the Ottawa economy, much like the economic development exercise being undertaken in the City of Hamilton. The two Ottawa-based efforts – one focussed on fighting poverty and securing basic needs, and the other concerned with developing the local economic base –

subsequently have merged into a program called TalentWorks. It is headed by a high-profile multisectoral group chaired by the business community and implemented by the Ottawa Centre for Research and Innovation, the umbrella organization for the high-tech sector.

What began as a small project for training the hard-to-employ has evolved into a comprehensive initiative for addressing skill shortages in the major economic clusters including high tech, biotech and photonics. The model seeks to create a world-class talent pool while meeting the needs of the unemployed and special groups, such as new Canadians and persons with disabilities.

The St. Louis, Missouri, effort in the US is another exemplary model. It created the St. Louis Regional Jobs Initiative, a collaborative effort involving more than 400 agencies, community groups, governments, businesses and unions. The initiative has developed job programs in three growth industries in the St. Louis region: construction, business services and health care.

The Seattle Office of Economic Development created the Seattle Jobs Initiative to improve economic opportunity for all citizens, especially disadvantaged workers. The effort includes customized training programs to prepare machinists for the region's aerospace industry; the 11-week 300-hour program was designed by area employers, educators and community leaders. The City also contracted with the Greater Seattle Chamber of Commerce to provide a brokerage service between the local workforce and employer needs.

In Philadelphia, a 200-page plan for reforming the local labour market was conceived over a 17-month period with the help of 30 organizations, representing business, public agencies, nonprofit groups and philanthropies. The purpose of the plan was to connect disadvantaged workers to well-paying jobs as well as create new jobs.

It is important to note that these efforts cannot succeed as a whole unless they have strong components. Existing training and employment programs with a solid track record for successful results must play a leading role in these initiatives. In Hamilton, for example, during fiscal years 2000-01 and 2001-02, the Citizens Action Group found work for 1,250 individuals and placed an additional 325 persons in further training and education. These programs form the foundation upon which to build broader community-wide initiatives.

Identify specific projects

The multisectoral coordinating body first should establish a clear understanding of the priority areas within the skills agenda. Each priority area should have associated goals, desired outcomes and targets for measuring progress. The coordinating body then should determine the specific projects to be undertaken in respect of these goals. The appropriate organizations should be engaged around these various efforts. The coordinating body likely will want to broaden the scope of groups involved in each project, as appropriate.

The strategic plan ideally would include a variety of customized training projects, efforts targeted toward specific groups such as new Canadians and young people, and local business development. Basic education, transitional and ongoing employment supports are also part of an effective skills development program.

To the extent possible, links should be made among the various dimensions of the skills development program. One way to promote these links is to co-locate various services in easy-to-access centres.

Develop customized training approaches

Customized training is a form of skills development that is short term and targeted toward precise job-related needs. In Canada, one exemplary model of customized training has been developed by the Winnipeg-based Opportunities for Employment, a nonprofit organization created in 1996. The program works primarily with social assistance recipients and beneficiaries of Employment Insurance.

Under this program, job vacancies are sought by job developers who foster close working relationships with local employers. The employers for which training programs have been developed include furniture manufacturers, hotels, insurance firms, call centres, food services, and food producers and manufacturers. Training courses are based on the specific needs of the employers. Courses typically are short term, ranging from three days to a maximum six weeks.

The Learning Enrichment Foundation (LEF) in Toronto is another example of an organization that employs customized training. It serves an estimated 5,000 clients a year, about half of whom are involved in LEF training programs. The program claims an 80 percent success rate, with participants remaining in their jobs for a minimum six-month period.

The Learning Enrichment Foundation provides an integrated package of services that includes job search, training, business incubation to support the development of small business, job placement and work-related supports, such as child care. Within this broad spectrum of programs, LEF offers customized training in four streams: computer applications, industrial skills, child care and language skills. Training in computer software also is offered to help participants fill administrative positions in a wide range of firms.

There are several successful models of customized training in the US. In Tulsa, Oklahoma, a nonprofit organization called 'IndEx Inc.' combines on-site training with work experience in local industrial plants. On a given day, participants spend four hours in the classroom and four hours on the shop floor performing light manufacturing work. Training consists of a 30-day program that teaches basic skills and some educational upgrading, and a 60-day program specializing in electronics and telecommunications. The program has been particularly effective for social assistance recipients with limited schooling and work skills.

Another interesting example is located in Philadelphia. When its Convention Center began development in the 1980s, the authority responsible for the project created a $10 million, ten-year Education and Training Fund financed by bonds and hotel tax revenues. The Fund was set up to support short-term, specialized training in the hospitality industry to ensure sufficient numbers of skilled workers for the 4,500 permanent jobs that the Convention Center was slated to create.

The Arizona Department of Economic Security has responsibility for human resource and job training. It established the Arizona Business Initiatives Partnership to help the Department get more detailed information on the skills required in various industries and to develop closer ties with employers. Through the partnership, the Department is able to identify the skills base for designated industries including electronic assembly, health care, restaurant, retail and teleservices. Employers are then engaged to assist the Department develop pre-employment training programs targeted to their industry.

Increasingly in the US, employers representing the banking, electronic assembly, hospitality, retail and restaurant sectors are partnering with public agencies to support pre-employment training programs directed towards a designated industry sector. In addition to the activities of specific sectors, several individual employers have designed their own short-term training programs. The Marriott Hotel, for example, has developed a community training and employment program called ‘Pathways to Independence.’ United Airlines, Burger King and Borg-Warner Security Corp. are involved in similar initiatives.

Other possible approaches

In some cases, it will be essential to build basic skills prior to job training or paid employment. Programs focussed on language skills help workers learn English or French. Literacy and numeracy skills are also prerequisites to employment.

Job search involves assessing current skills, preparing résumés, self-marketing and acquiring information on job vacancies. Building skills includes academic upgrading and job training – e.g., computer training, data processing and trades, such as carpentry or electronics. Training may lead some participants to immediate jobs; in other cases, they may seek financial or technical assistance to create their own jobs.

Other efforts related to skills development involve a focus on certain population groups such as youth, women and new Canadians. Many young people, in particular, find it difficult to get a decent job. It takes work experience to get work experience.

A recent Hamilton project offers a good model for addressing the skills development needs of youth. With funding support from Human Resources Development Canada, the Labourers International Union set up a program to assist 12 at-risk youth make the link to the labour market. The youth received two weeks of training in soft skills for entry-level workers: communication skills and industry awareness, health and safety training, craft and trade tending, and job simulation. Participants became union members on a provisional basis and were placed in entry-level jobs with local employers. At the end of their 14-week internship, eight of the 12 youth were working and five had joined the union.

Training businesses are another strategy for helping young people obtain training and work experience in such areas as food service, hospitality, lawn care, recycling, printing and car repair. The youth are paid a wage so that they earn an independent income while they learn about various aspects of running a business and acquire market-relevant skills. Many training businesses report an enhancement in participant self-esteem, leadership, and a sense of pride and accomplishment.

Entrepreneurship training is another approach proven to be particularly effective with young people. This training typically is undertaken by a nonprofit organization or by the economic development arm of local government. It is a model being promoted in Europe through the Europrise International Network of Entrepreneurship Training.

Some communities have set up loan funds to meet capital needs and the costs of space or equipment and stock. These loan funds typically are supported by a variety of sources including private donors, local businesses and community foundations. Business people often are engaged as mentors to help the youth learn the practicalities of running a business.

Job guidance is another means of helping young people find work. In the absence of much or any labour market experience, young people often need help determining where to seek employment or what education or skills training to pursue.

Training businesses also have been effective for women. The Enterprising Kitchen in Chicago, for example, enables women who lack strong employment histories the chance to work in a supportive environment while they prepare for future employment or education. Participants learn essential work habits and job skills while they are paid to assemble, package and market specialty food products.

Recent immigrants to Canada often find that the skills and expertise they acquire offshore are not recognized by Canadian employers. In this case, the solution lies not in acquiring new skills but in recognizing or upgrading the credentials they already have. City Council and the coordinating body for this project should consult with the Settlement and Integration Services Organization when determining the appropriate actions. Immigrant settlement programs can include employment counselling, referral to training and the promotion of self-employment.

The City of Milwaukee set up a training business that focusses upon training and placing (primarily Latino) community members into jobs that pay family-supporting wages. The community-based corporation – Esperanza Unida, Inc. (Spanish for 'United Hope') – operates seven training and job placement businesses including an auto repair shop, child care centre, commercial printing and graphic arts centre, customer call service centre, housing and construction company, metal fabrication shop, and coffee shop and bookstore.

Mentorship programs have had considerable success, particularly for new Canadians involved in professions and skilled trades. The Skills for Change Mentorship Program in Toronto, for example, successfully matched employed engineers with immigrants seeking work in that field. The mentorship pairs met regularly to link prospective employees to job opportunities.

Partners for Jobs undertook several projects focussed upon this group. It provided support for a job fair organized by World Skills, a nonprofit agency that helps skilled immigrants find employment. The opportunity for contact between prospective employers and employees resulted in many successful employment matches. Partners for Jobs also organized a project to facilitate the employment of foreign-trained teachers.

Engagement in one of the many forms of skills development is one way to square the employment equation. Other methods include the creation of work opportunities through the development of small business opportunities and co-operatives, mentoring for entrepreneurship and access to venture capital. These options are discussed below.

Provide transitional supports

Skills alone are not the entire answer to the employment puzzle. Workers who traditionally have been marginalized from the labour market often require additional assistance to make the transition to employment. It costs money to go to work – transportation for job interviews, work clothing, license to drive a vehicle for employment purposes or to operate equipment, professional dues or license fees, and equipment such as tools or protective gear.

One option is to set up a labour force transition fund to offset one-time or temporary costs. Contributions to this fund might be solicited from the voluntary and business sectors. It could be used as well by prospective employers for physical accommodation to the workplace, such as ramps, a wider washroom entrance or visual fire alarm.

A labour force transition fund also could help offset the costs of health- or disability-related special needs for a limited time. The special assistance budget within social assistance provides for these needs in the form of wheelchairs, hearing aids, prosthetic equipment, medications and assistive devices for independent living or work. Because special assistance is intended primarily for social assistance recipients, the provision of this aid virtually ties many individuals to this income program. When recipients try to move off welfare, they may lose access to vital assistance. Ideally, support would continue to be provided during a transitional period in which welfare recipients are establishing themselves in the workplace.

Ensure access to child care

Another crucial employment support is to ensure the availability of subsidized child care spaces to all participants engaged in designated skills development initiatives as well as for a specified period of employment (e.g., up to two years). Most parents – including single parents and those with preschool children – are now in the labour force. But the lack of affordable, high-quality child care has been a major barrier to training and workforce participation.

The Learning Enrichment Foundation (LEF), earlier described, recognized that many prospective participants would not be able to participate in its programs – be it language, skills training or job search – unless they had access to affordable, high-quality child care. In response, LEF set up its own network of child care centres and currently operates 13 licensed centres throughout Toronto for about 650 children.

The program also trains participants as early childhood assistants. The course combines practical experience with classroom work in the areas of child development, curriculum planning, and safety and nutrition. Graduates receive a certificate as an early childhood assistant as well as certification in emergency first aid and childhood CPR. Graduates are helped to find employment in child care centres, family resource programs, drop-in centres and private families as nannies.

Identify indicators

As in the case of all flagship initiatives, the precise indicators of progress will depend upon the specific projects undertaken. Possible indicators include number of people trained, number of placements, rate of successful employment matches, rate of job retention (e.g., six-month attachment to the labour market; one-year attachment to the labour market), and changes in source and level of income.

Monitor progress

Regular reporting of evaluation findings is necessary both to maintain the participation of key stakeholders and to make adjustments to the strategies being pursued. Evaluation should be understood as a support for collaborative learning. It should highlight exemplary practices so that these can be applied more widely.

The monitoring process also should acknowledge what has not worked, emphasizing lessons learned from the experience. By sharing findings with stakeholders in a purposeful way, the coordinating mechanism can foster a culture of learning that enhances the long-term effectiveness of the initiative. Monitoring should be a tool for management, planning and network building. It can be linked to events that serve to celebrate the network and renew its efforts.

Affordable Housing

Goal

To increase the supply of affordable housing in the City of Hamilton.

To promote the availability of affordable housing through such measures as rent subsidies, funds for home improvement and assistance with the payment of the first and last months' rents.

To ensure the availability of emergency and shelter arrangements in order to reduce substantially the rate of homelessness in Hamilton.

Why Do This?

The City of Hamilton faces a serious affordable housing crisis – both with respect to the lack of decent affordable housing and high rates of homelessness.

The housing market for middle- and high-income households has been healthy. By contrast, no new rental housing units with below-average market rents have been built in Hamilton since 1996.

The Canada Mortgage and Housing Corporation measured a decline in rental vacancy in the City of Hamilton from 3.8 percent in October 1998 to 1.4 percent in October 2001. An ideal vacancy rate for the City is closer to 2 to 3 percent.

Since 1999, 3,827 new housing units have been constructed in the City, only 15 of which were intended for rental. This level falls well short of the 770 rental units required per year to meet the rental housing demand based on the City's housing projections. At the end of June 2001, 3,180 people were on the waiting list of the Community Housing Access Network. There are 450 new applications, on average, per month.

On the affordability front, an estimated 31,000 renter households – representing 47 percent of total renter households – spend 30 percent or more of their income on rental payments. About 15,500 renter households pay more than 50 percent of their income on rent payments. Average rents have increased 13 percent since 1998.

Seniors represent a growing proportion of the City's population, rising from 9 percent in 1971 to 14 percent in 1996. This group is expected to comprise a projected 22 percent of the population by 2028. Many seniors experience problems finding adequate housing and often require associated supports to live independently. Nearly half of older Canadians experience some form of functional limitation.

As if lack of availability and affordability were not serious enough, another problem presents itself. Many members of the visible minority community face racism and discrimination, making it difficult – if not impossible – to find decent affordable housing.

On a related front, the crisis of homelessness has worsened over the years. The closure of the Hamilton Psychiatric Hospital and reduction of mental health supports have exacerbated the homelessness crisis.

The number of residents staying in emergency shelters on a given night increased from 172 in 1998 to 343 in November 2001. Women's shelters turn people away on a nightly basis. Entire families are finding themselves in need of emergency shelter, often being split up in order to access existing services. The demand for emergency youth shelter is overwhelming; many young people leave home because of abuse and violence, and subsequently find themselves on the street without shelter.

Possible Plan of Action

There are three major areas around which action can be taken with respect to affordable housing. First, there are many areas to be pursued in respect of decent affordable housing, the cornerstone of a healthy and safe community. Second, there are numerous areas in which action has not yet been completed – or even started – around homelessness. Finally, there are several related efforts which do not focus upon physical housing but which enable independent living in the community.

Review current practices

As in all flagship initiatives, the first step is to examine City policies and practices that directly or indirectly affect the supply of affordable housing. The City already has begun to take action on this front. Its activities are identified in a recent report of the Hamilton Affordable Housing Partnership Initiative (HAHPI), described below.

The City of Hamilton is exploring the creation of a Housing Partnership Fund, intended to stimulate the supply of affordable housing. Other contributions, such as land and administrative resources, will help lever additional housing through the development of new units, the rehabilitation of current dwellings and the conversion of nonresidential buildings into residential dwellings.

Other recent actions include the introduction of the Hamilton Convert-to-Rent Program, also intended to increase the supply of affordable housing. In addition, the new Hamilton Home Emergency Repair Program will help provide emergency loans for lower-income homeowners who require immediate financial assistance for home repair.

The City has established a separate property tax class for newly constructed or converted multi-residential rental buildings of seven units or more. This measure will lower residential property taxes by about one-half for new rental housing structures.

Another important measure is the creation of the City 'enterprise zone.' Taxes from the increased assessment resulting from the redevelopment or improvement of properties within the limits of the Downtown Business Improvement Area are returned to the developer in the form of a grant. The City also has adopted an Environmental Remediation and Site Enhancement Community Improvement Plan to make available grants for financial relief to property owners who undertake and complete brownfield redevelopment projects.

Finally, Hamilton City Council is exploring the implementation of a 'Consider Housing' policy for the disposition of City-owned lands. Such a policy would mean that first consideration would be given to building housing on any municipal lands deemed surplus. Another possible improvement is a Municipal Capital Facility bylaw, which would enable the City to use property tax exemptions to stimulate the production of affordable housing.

There are other municipal actions to promote affordable housing that are not included in the HAHPI report, but would help increase the supply of affordable housing. For example, City Council might promote opportunities for boarding or might support, in certain areas, the development of secondary suites in primary residential dwellings.

Secondary suites are distinct from accommodation in a rooming house in that they typically are created in homes which the owner occupies. These suites usually are constructed by modifying basements or subdividing the upper floors of existing homes. Secondary suites often are used by seniors who require smaller accommodation or by young persons who typically seek lower-cost housing.

Create coordinating mechanism

As in any flagship initiative upon which the City decides to embark, it needs to ensure the presence of some form of coordinating mechanism to take responsibility for the issue. In the case of affordable housing, there are already two key coordinating mechanisms upon which any future work should build. A coordinating mechanism should foster and help sustain partnerships as well as increase awareness as to the resources and supports that currently exist in Hamilton.

The Hamilton Affordable Housing Partnership Initiative (HAHPI) is the City's response to its housing supply problems. HAHPI's mandate is to coordinate and promote in a comprehensive manner the housing supply efforts currently under way from all levels of government. It also is responsible for developing housing supply initiatives and partnerships in response to new programming and legislative action by senior levels of government.

HAHPI already has consulted with key stakeholders, including the Halton-Hamilton Home Builders' Association, the Social Planning and Research Council of Hamilton-Wentworth, the Roomers and Boarders Committee, the Bridge Program, the Settlement and Integration Services Organization, Freedom House and legal aids clinics. In the course of its work, it should maintain close links with the City's Social and Public Health Services Department, which is concerned with the needs of low-income households and the quality of life for all Hamilton residents.

There is also considerable work under way with respect to homelessness. Since 1998, the Regional Advisory Committee on Food and Shelter and the Solutions for Housing Action Committee have worked in collaboration with the Social Planning Council of Hamilton-Wentworth to identify the causes and scope of the homelessness problem. The findings were published in the report, *Our Homes and Our Streets.* A subsequent *Community Action Plan on* Homelessness in Hamilton-Wentworth and further *Addendum to the Community Action Plan on Homelessness in Hamilton-Wentworth* set out specific recommendations for tackling the problem.

In response to growing pressure to take action on homelessness, the federal government announced in 1999 the Supporting Communities Partnership Initiative (SCPI). It provides funds to cities throughout the country that qualify on the basis of three criteria: their population, extent of poverty and rental vacancy rates. Additional amounts were allocated to address homelessness among Aboriginal people and young persons.

In Hamilton, SCPI funds are disbursed by the City. Funding decisions are made in conjunction with a Community Advisory Board on Homelessness with representatives from the health sector, social sector, business, community agencies, youth, Aboriginal persons, the immigrant community and people who are homeless.

In short, the City of Hamilton already has in place basic coordinating mechanisms around both homelessness and the broader issue of affordable housing. The challenge for future work will be to ensure the coordination of these two streams as well as promote links with related efforts, such as the provision of at-home supports (discussed below).

Engage citizens

In addition to raising awareness about the importance of decent affordable housing, the Social Vision calls for the active engagement of citizens in proposing actions for tackling the immediate problem of homelessness and the longer-term challenge of improving the supply of decent affordable housing. One possible method of engaging citizens is to set up small discussion groups or study circles to identify possible solutions.

These groups ideally would involve a mix of people to share their views on housing and related concerns. Special efforts may be needed to ensure that the voice of homeless people is heard. In Oshawa, Ontario, the nonprofit organization Cornerstone Community Association has worked with homeless and formerly homeless residents to design an interactive popular education program, which promotes awareness of the realities of homelessness. Housing tenure is not the only issue; decent affordable housing must be embedded in safe and healthy communities.

The *Report Card on Homelessness in Hamilton* issued in April 2002 by the Social Planning and Research Council of Hamilton-Wentworth notes that certain members of the community have been left out of traditional decision-making processes. An effort should be made to provide Aboriginal people, new Canadians, refugees and racial minorities the supports and opportunities they need to participate in making important decisions that affect their lives.

Raise awareness

Investment in both homelessness and affordable housing, more generally, will require substantial financial capital and the City of Hamilton must continue to play a role as major investor. Because of the sizeable funding required in this area, it will be essential to ensure that Hamilton citizens understand the scope of the affordable housing problem as well as its social, economic and health impact. The lack of decent affordable housing affects children's ability to learn and adults' capacity to hold stable employment. It also is linked to poor health outcomes. Households that pay between 50 and 70 percent of their incomes on rent must cut back on food for children and other basic living costs.

In fact, citizens should be made aware of the growing body of research that is identifying the need not only for decent affordable housing. The benefits of homeownership – both for individual households as well as the community – increasingly are being recognized. Positive outcomes include enhanced psychological functioning, higher wealth and savings, increased social participation and improved neighbourhood stability.

Gather information on exemplary models

The Hamilton Affordable Housing Partnership Initiative (HAHPI) already has explored some of the work under way in other municipalities. In its March 2002 report to City Council, it noted that the City of Toronto had launched an affordable housing program, called 'Let's Build,' with an initial capital commitment of $10.8 million. In October 2000, Toronto City Council allocated an additional $11.9 million to the program, for a total $22.7 million.

The goal of Let's Build is to create partnerships between the public and private sectors in order to encourage the construction of new affordable housing. The City provides both capital and land for this purpose. It also exempts certain fees in the case of nonprofit rental housing.

The initiative was set up subsequent to the Report of the Toronto Mayor's Homelessness Action Task Force released in 1999. It called upon all levels of government to invest in affordable housing and set out an associated action plan. Proposals include shelter allowances to ease the affordability problem in the short term; construction of new affordable housing; preservation of existing affordable housing; service planning around the accommodation needs of specific groups such as abused women, Aboriginals, and immigrants and refugees; a homeless services information system; and community economic development.

While the action plan was developed specifically for Toronto, its proposals are applicable to other municipalities. The Task Force called for a 'housing first' policy in which municipalities designate appropriate sites for affordable housing. (The City of Hamilton is considering this proposal for implementation in 2002.)

The Task Force recommended that the shelter component maximum for social assistance recipients be equal to 85 percent of the median market rent for each local housing market. It suggested that a new shelter allowance be created that is targeted to working poor households. It proposed that the City of Toronto pay the first and last months' rent when required.

The City also could fund and administer a 'rent bank' with a $500,000 annual budget to help low-income households pay for short-term rent arrears. Development charges and other related fees should be waived for housing that meets affordability criteria. The Task Force proposed the appointment of a facilitator for action on homelessness to report regularly on the reduction and prevention of homelessness and to prepare an annual report card gauging the City's performance. (It should be noted that such an appointment already has been made in Hamilton.)

There are also important exemplary models of work in the voluntary sector. The World Vision Canada Aboriginal Council, for example, called a meeting with its members in Saskatchewan, Manitoba and Northwestern Ontario in order to identify their most critical needs. All agreed that the lack of affordable housing was a top priority that required new and creative solutions. World Vision Canada subsequently developed a self-help approach through which community members could construct their own housing using alternative techniques that are both affordable and energy efficient.

Three First Nations communities participated in the project and built several houses using an innovative low-skill method, known as straw-bale construction. The Council also set up a housing co-operative; it raised the initial capital through the construction of two homes using donations of cash, labour, materials and land. The houses then were used as equity for raising additional funds from financial institutions.

The Quint Development Corporation in Saskatoon is another model of innovative voluntary action for affordable housing. Quint came into being in February 1995 to improve the social and economic well-being of five older neighbourhoods in the city core.

Quint's efforts focus upon enabling low-income groups to pool their talents and resources to create ownership, jobs, training opportunities, income, stability and self-worth. It created an Affordable Housing Program geared toward low-income households, including social assistance recipients. The emphasis is upon homeownership through the creation of co-op arrangements.

The program survives as a result of the many partnerships it has created. It relies on the support of several departments in two levels of government: the Saskatchewan Housing Corporation and the City of Saskatoon. Quint also involves several credit unions and many local businesses including contractors, architects, a real estate agent, lawyers and insurance co-ops that offer technical support and preferred rates on their goods and services.

Another important dimension is that Quint incorporates an economic development component within its affordable housing work. It set up a home renovation program funded in part by Saskatchewan's Post-Secondary Education and Skills Training Community Works Program, with additional funding from The Co-operators. The renovation crew helps ensure that the homes are attractive and surpass regulated health and safety standards. The on-site renovation work, coupled with sessions in Quint's training shop, give the crew several months of on-the-job experience, which have improved their skills and opportunities for paid employment.

Identify possible initiatives

Any action plan around affordable housing must build upon work already under way in the community. There are many areas of 'unfinished business' that have been identified by both the Hamilton Affordable Housing Partnership Initiative and the recently published *Report Card on Homelessness in Hamilton.* Only a few possibilities are identified here; other initiatives are identified in the reports on affordable housing and homelessness. With respect to the supply of affordable housing, one option for future action involves the enhancement of the Municipal Fund. But the building of new housing will take some time.

In the short term, subsidies to low-income households could alleviate much of the burden of affordability. One possibility is to raise the housing component of social assistance benefits. Another short-term measure is to provide rent supplementation to low-income households (not just to social assistance recipients) until the supply of affordable housing improves.

The City of Hamilton also might consider various means to promote homeownership. As noted, positive outcomes of homeownership identified in the literature include enhanced psychological functioning, higher wealth and savings, increased social participation and improved neighbourhood stability.

The City can play a number of roles, including assisting families build assets in order to make an initial down payment on a home. Individual Development Accounts can be used for this purpose; a national pilot project funded by the Department of Human Resources Development Canada is testing their effectiveness. These accounts give low-income households an opportunity to save and accumulate assets over a given period of time. For every dollar that a participating household is able to save, the project deposits a matching amount (typically three dollars for every one dollar saved) into a designated account. When the maximum allowable amount is reached, it may be applied to education, employment or homeownership.

A variant on this approach is being piloted by the US Department of Housing and Urban Development. Normally, the rent charged to a public housing resident increases as his or her earned income increases. Under the Family Self-Sufficiency Program, such rent increases are foregone if the resident chooses to direct an equivalent sum of money into an asset-building account. After five years, residents receive the accumulated asset to use as they choose.

On the homelessness front, a blueprint for action is clearly laid out in the *Report Card on Homelessness in Hamilton.* The *Report Card* identifies the 15 areas in which recommended actions in the earlier report *Our Homes and Our Streets* have been achieved, the 18 areas in which actions are in progress and the 10 recommendations around which no action has been taken. The *Report Card* noted the importance of federal financing; the Supporting Community Partnerships Initiative (SCPI) funds enabled the successful achievement of 10 recommendations and the partial achievement of another 10 proposals. There will be another report card in 2002 that will reflect the progress in tackling homelessness since 2001.

Actions already undertaken include major repairs to emergency shelters as well as an increase in their capacity and staff. The Housing Emergency Loan Program received funds to expand its services. Health care services for people experiencing homelessness have improved. Outreach services for persons coping with mental health problems or addictions have expanded.

Actions are under way with respect to providing crisis and transition beds for persons being discharged from hospitals or prisons. A settlement house is being developed for immigrants and refugees who are newcomers to Hamilton. Temporary funding has been provided to emergency drop-ins so they can operate on a 24-hour basis.

Of concern are the areas in which no action has been taken to date. Cultural sensitivity and anti-racism training for emergency shelter staff have not yet been undertaken. Neither has stable funding been made available for transitional housing for the women survivors of abuse. There has been no action on recommendations for the City of Hamilton to lower property tax rates for multi-residential buildings or to monitor the conversion of rental housing units to condominiums.

Another possible course of action from a social perspective is to ensure the availability of supports to enable residents, especially low-income citizens, to remain at home if they choose.

Supports for living in place

For many Hamilton residents, housing needs go beyond four walls and a roof. They require supports that assist with the activities of daily living, such as technical aids and equipment – e.g., wheelchairs, visual aids, volume control devices and prosthetic appliances.

These supports also include a range of personal services. Attendant services provide assistance with personal needs such as feeding, bathing and dressing. Homemaker services help with household tasks, such as meal preparation and home maintenance. Respite refers to assistance primarily for families caring at home for children with severe disabilities – and aging parents.

These supports currently are provided through a patchwork of arrangements. A child may obtain these supports at school; hospital patients would receive them as part of their care. Those living at home generally must pay sliding-scale fees unless they are recipients of social assistance.

The City of Hamilton should explore a more systematic provision of these supports. One possibility is to detach the supports from the provision of social assistance so that individuals do not have to be on welfare to obtain these essential goods and services.

On a different but related front, the Hamilton District Health Council issued a brief report in October 2001 entitled the "Housing and Support Requirements for Persons with Serious Mental Illness." An estimated 36 percent of people who experience homelessness have some form of mental illness. The report identifies the need for supportive housing that enables the transition from custodial care to independent living. This form of housing combines affordable housing with appropriate supports.

The report also pointed to the need for greater cooperation among the three organizations responsible for the planning and development of housing and supports: the Hamilton District Health Council, the Regional Psychiatry Program and the City of Hamilton as the major housing provider. The report proposes that the City play a more active role in ensuring access to information about affordable housing and support programs.

Building strong neighbourhoods

Decent affordable housing must be rooted in strong and safe neighbourhoods. Some important work in this area is already under way in the City of Hamilton. City police, for example, have established councils in selected neighbourhoods.

The Hamilton Community Foundation is engaged in a project that is providing modest support for neighbourhood capacity-building projects. It also is involved with the United Way of Burlington Hamilton-Wentworth and other organizations in a Strengthening Civility initiative developed post-September 11.

Identify indicators

Many indicators of progress are already available in this area, including an increase in the number of affordable housing units. Average rents, vacancy rates and waiting lists for affordable housing are also relevant benchmarks. Other indicators include the changes in housing circumstances of members of groups, such as new Canadians, who often experience difficulty finding affordable housing. Progress on the homelessness front may include increases in emergency shelter beds and reductions in the numbers turned away from overnight shelters.

Monitor progress

The coordinating mechanism that will take responsibility for this flagship area should develop a strategy to monitor and share information on the progress of the efforts. The *Report Card on Homelessness in Hamilton* proposes one possible model.

The *Report Card* reviews the 44 recommendations made in an earlier community report on homelessness. It ranks each proposal on the basis of a green light (the action that has been achieved), yellow light (progress is being made) and red light (no action has been taken). This system tracks the progress of previous recommendations and alerts the community to the areas where attention is still required.

Although several community plans already exist, they should be modified and updated as required. There is also a need to ensure that the work undertaken in respect of these plans and their respective investments are well coordinated and work on parallel, rather than separate, tracks.

SECTION 6

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

6.1

COMMUNITY SERVICES

City Clerk's Office

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Councillor Russ Powers Chairman, Community Services Volunteer Co-ordinating Committee
Date:	October 22, 2002	**Prepared by:**	Irene Sturgeon x5987

SUBJECT: **Community Services Volunteer Co-ordinating Committee Report 02-002 - Request for Funding for Hamilton Veteran's Committee (CS02084) (City Wide Implications)**

RECOMMENDATION:

(a) That $20,000.00 be approved towards funding the Hamilton Veterans Committee activities and special events taking place in 2002, the events include but not limited to:

Decoration Day (June) & East End Decoration Day Service (August)

Remembrance Day Services throughout Hamilton

(b) That the funding be charged to the $43,000.00 Volunteer Committee Budget that resides in the Legislative budget.

Councillor Russ Powers, Chairman
Community Services Volunteer
Co-ordinating Committee

EXECUTIVE SUMMARY:

Not applicable.

BACKGROUND:

An interim funding process for Volunteer Committees (FCS02074) was approved at the August 13, 2002 Council meeting. The approved process recommends that funding requests for special events and/or project initiatives for the remainder of 2002 be reviewed by the respective Volunteer Co-ordinating Committee, and if recommended, the request would be forwarded to the Committee of the Whole.

The Community Services Volunteer Co-ordinating Committee (CSVCC) met on Tuesday, October 8th, 2002 to consider a 2002 funding request from the Hamilton Veteran's Committee. The CSVCC are in agreement with their request for funding and recommended that the request be forwarded on to Committee of the Whole for their consideration.

ANALYSIS OF ALTERNATIVES:

See attached Committee Report.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

As mentioned in the Interim Funding Process Report (FCS02074), any approved funding request, over and above incidental costs, will more than likely result in an unfavourable variance to the existing $43,000.00 Volunteer Committee Budget.

POLICIES AFFECTING PROPOSAL:

Not applicable.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Not applicable.

CITY STRATEGIC COMMITMENT:

Not applicable.

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

COMMUNITY SERVICES
Culture & Recreation

Report to:	Chairman Powers and Members of Community Services Volunteer Co-ordinating Committee	**Submitted by:**	Frank Caldwell, Chairman
Date:	September 16, 2002	**Prepared by:**	Shelley Merlo-Orzel (905) 546-5015

SUBJECT: Request for Funding for Hamilton Veterans Committee (CS02084)

RECOMMENDATION:

(a) That Community Services Volunteer Co-ordinating Committee approve $20,000. funding for the Hamilton Veterans Committee activities and special events taking place in 2002, the events include but not limited to:

Decoration Day (June) & East End Decoration Day Service (August)

Remembrance Day Services throughout Hamilton

(b) That the funding be charged to the $43,000.00 Volunteer Committee Budget that resides in the Legislative budget.

F.C/per

Frank Caldwell, Chairman
Hamilton Veteran's Committee

EXECUTIVE SUMMARY:

The Hamilton Veterans Committee is under the direction of the Community Services Volunteer Co-ordinating Committee related to all matters affecting the Veterans of Hamilton. In order to operate the Veterans Committee, a method of financing parades, special events i.e.: Decoration Day Service, East End Decoration Day and Remembrance Day Parade/Services is required. Staff is requesting a method of financing for these activities.

BACKGROUND:

On November 21/22, 2001 Report CMO1006, approved the structure of the Volunteer Co-ordinating Committee as the umbrella for the individual Volunteer Committees. One of the individual committees is the Hamilton Veterans Committee.

On August 14, 2002 Report FCSO2074 recommended an Interim Funding process for Volunteer Committees and requested staff to develop a Business Plan for the volunteer committees for 2003, and that the costs planned for special events and/or project initiatives in 2002 over and above incidental costs would be considered by the Volunteer Co-ordinating Committee. The report mentions that such requests will result in an unfavourable program variance.

To date $2,000.00 has been spent on Decoration Day and East End Decoration Days. The remaining funds are to be used in the co-ordination of Remembrance Day in Hamilton and the area communities.

In the past, Clerk's Department co-ordinated Veterans Activities and various staff in area municipalities. Last year, the Clerk's Dept. co-ordinated Veterans activities and the Hamilton Remembrance Day Ceremonies, with Event staff from Culture and Recreation liasing with area municipalities. This year, the activities are being transferred to Community Services, Culture, and Recreation to co-ordinate the Remembrance Day activities.

ANALYSIS OF ALTERNATIVES:

The financing is required to organize and co-ordinate Veterans Activities including Remembrance Day activities.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The request for $20,000 is the same amount as last year for the Veterans Activities.
Breakdown:

Veterans Activities- Decoration Days, etc	$ 3,000.00
Hamilton Remembrance Day Ceremonies	$12,000.00
Hamilton Area Communities Remembrance Day Ceremonies	$ 5,000.00

The Event Section of Culture and Recreation Division, of Community Services Department will liase with the Veterans Committee to insure their mandate is maintained and a business plan for future activities is developed.

POLICIES AFFECTING PROPOSAL:

NA

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

City staff will work with the Hamilton Veterans Committee members to insure that activities within the Veterans Committee are well represented, as well as with city departments i.e.: Special Events Advisory Team to ensure all guidelines for events are adhered to.

The Veterans Committee activities and events falls under the guidance of Community Services- Culture and Recreation and all activities are insured through the City of Hamilton policy.

CITY STRATEGIC COMMITMENT:

The existence of Volunteer Committees provides for opportunities for public input thus supporting the fact that Hamilton is a city where people come first with open and accessible government. Staff will continue to liase with the Veterans Committee, in recognizing citizens of Hamilton and area who served this country in time of need and who are no longer with us, recognizing their valuable contribution and honour they bring to the City of Hamilton.

CITY WIDE
IMPLICATIONS

CITY OF HAMILTON

6.2

COMMUNITY SERVICES

City Clerk's Office

Report to:	Mayor and Members Committee of the Whole	**Submitted by**:	Councillor Russ Powers Chairman, Community Services Volunteer Co-ordinating Committee
Date:	October 22, 2002	**Prepared by:**	Irene Sturgeon x5987

SUBJECT: **Community Services Volunteer Co-ordinating Committee Report 02-003 - Request for Funding for Hamilton Historical Board (CS02086) (City Wide Implications)**

RECOMMENDATION:

a) That consideration be given in the 2003 budget process for $16,000 to be approved on an annual basis to the Joint Plaquing Sub-Committee to finance heritage commemorative and LACAC designation plaquing;

b) That an initial $4,000 be approved for the remainder of the year 2002;

c) That the funding be charged to the $43,000 Volunteer Committee budget that resides in the Legislative Budget;

Councillor Russ Powers, Chairman
Community Services Volunteer
Co-ordinating Committee

EXECUTIVE SUMMARY:

Not applicable.

BACKGROUND:

An interim funding process for Volunteer Committees (FCS02074) was approved at the August 13, 2002 Council meeting. The approved process recommends that funding requests for special events and/or project initiatives for the remainder of 2002 be reviewed by the respective Volunteer Co-ordinating Committee, and if recommended, the request would be forwarded to the Committee of the Whole.

The Community Services Volunteer Co-ordinating Committee (CSVCC) met on Tuesday, October 8th, 2002 to consider a $16,000.00 funding request for 2002 from the Hamilton Historical Board. The CSVCC are in agreement with the requested yearly amount but have recommended that $4,000.000 be approved for their use for the remainder of 2002. This request is now being forwarded on to Committee of the Whole for their consideration.

ANALYSIS OF ALTERNATIVES:

See attached Committee Report.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

As mentioned in the Interim Funding Process Report (FCS02074), any approved funding request, over and above incidental costs, will more than likely result in an unfavourable variance to the existing $43,000.00 Volunteer Committee Budget.

POLICIES AFFECTING PROPOSAL:

Not applicable.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Not applicable.

CITY STRATEGIC COMMITMENT:

Not applicable.

3.1

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

COMMUNITY SERVICES
Culture & Recreation

Report to:	Community Services Volunteer Co-ordinating Committee	**Submitted by:**	William E. Fenwick Acting General Manager
Date:	September 30, 2002	**Prepared by:**	Anna M. Bradford (905) 546-3967

SUBJECT: Request for Funding for Hamilton Historical Board (CS02086)

RECOMMENDATION:

(a) That Community Services Volunteer Co-ordinating Committee approve $16,000. funding for the Joint Plaquing Sub-Committee to finance heritage commemorative and LACAC designation plaquing.

(b) That the funding be charged to the $43,000.00 Volunteer Committee Budget that resides in the Legislative budget.

William E. Fenwick, Acting General Manager
Community Services

EXECUTIVE SUMMARY:

The Hamilton Historical Board under the direction of the Community Services Volunteer Co-ordinating Committee is tasked with all matters affecting heritage commemorative and LACAC designation plaquing. In order to continue City of Hamilton plaquing activities, a method of financing is required. Staff is requesting a method of financing for these activities.

BACKGROUND:

On November 21/22, 2001 Report CMO1006, approved the structure of the Volunteer Co-ordinating Committee as the umbrella for the individual Volunteer Committees. One of the individual committees is the Hamilton Historical Board.

On August 14, 2002 Report FCSO2074 recommended an Interim Funding process for Volunteer Committees and requested staff to develop a Business Plan for the volunteer committees for 2003, and that the costs planned for special events and/or project initiatives in 2002 over and above incidental costs would be considered by the Volunteer Co-ordinating Committee. The report mentions that such requests will result in an unfavourable program variance.

The former City of Hamilton, through the Joint Plaquing Sub-committee, approved and erected one heritage commemorative plaque and two LACAC designation plaques per year. The committee is recommending that the number of heritage commemorative and LACAC designation plaques presented be increased due to the rich historic and architectural significant buildings now present in the amalgamated City of Hamilton. Former budgets for these programs were not combined with the previous Joint Plaquing Committee funding thence the request for funding.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The request for $16,000 is the
Breakdown:

Heritage Commemorative Plaquing	$8000
LACAC Designation Plaquing	$8000

The Culture Section of Culture and Recreation Division, of Community Services Department will liase with the Hamilton Historical Board to insure their mandate is maintained and a business plan for future activities is developed.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The existence of Volunteer Committees provides for opportunities for public input thus supporting the fact that Hamilton is a city where people come first with open and accessible government.

SECTION 7

The City of Hamilton
Transportation, Operations & Environment Department

7.1

Memorandum

To: Mayor Wade and Members of Council

From: Peter M. Crockett, P.Eng.
General Manager

Telephone: 905-546-2313
Facsimile: 905-546-4481
E-mail: pcrocket@city.hamilton.on.ca

Date: October 3, 2002

RE: **Correspondence from the Taro Community Liaison Committee**

Council, at its meeting held September 25, 2002, referred correspondence from Mr. Charles Eleveld to this office for report to Committee of the Whole. More specifically, as quoted in Mr. Eleveld's letter:

> *"We intend to make a request to the Clerk of the City of Hamilton tomorrow, September 12, 2002, and ask Council to enforce the rules of the current Taro Landfill CofA. Since PSC has refused to recognize the present CLC, is unwilling to attend CLC meetings, has refused to provide CLC funding for 2002 as required by the CofA, we are asking City Council to temporarily suspend the licence to operate the Taro East Landfill."*

I would respectfully request Council's approval to have this matter removed from the Outstanding Business list and advise that a report will not be forthcoming as the City does not have the authority to "enforce" nor "suspend the licence" with respect to this operation. The jurisdiction for the concerns in Mr. Eleveld's letter falls solely with the Ministry of the Environment.

Your consideration of this request is greatly appreciated.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

nc

Distribution:

Councillor Marvin Caplan
Councillor Sam Merulla
Councillor Bill Kelly
Councillor Larry Di Ianni
Councillor Russ Powers
Councillor Andrea Horwath
Councillor Chad Collins
Councillor Frank D'Amico
Councillor Dave Mitchell
Councillor Dave Braden
Councillor Bernie Morelli
Councillor Tom Jackson
Councillor Anne Bain
Councillor Murray Ferguson
Councillor Margaret McCarthy

Copy to:

Robert Robertson, City Manager
Kevin Christenson, City Clerk
Mary Gallagher, Council/Committee of the Whole Coordinator
Ida Bedioui, Legislative Assistant
Lou Di Gironimo, Director of Water/Wastewater

CITY WIDE
IMPLICATIONS

14.1

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Building and Licensing Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date:	August 30, 2002	**Prepared by:**	Randy Charlton 905 – 643 –1262 x314

SUBJECT: Noise By-law (PD02166) (City Wide)

RECOMMENDATION:

(a) That the Noise Control By-law attached to Report PD02166 be approved;

(b) That the Noise Pollution Control Publications, attached as Schedule 1 to By-law No. as provided by the Ministry of the Environment setting quantitative noise levels be adopted;

(c) That any application lodged for an exemption to the Noise Control By-law be submitted with a non-refundable fee of $500 as per the Fees By-law;

(d) That staff be authorized to apply to the Ministry of Attorney General for the approval of short form wording in order to implement a set fine ticket system pursuant to Part 1 of the Provincial Offences Act;

(e) That Schedule 2, attached to By-law No. , a map identifying an area of industrial significance be approved. This map includes an area where the acoustical environment is dominated by industrial sounds;

(f) That the area identified as of industrial significance be exempted from the qualitative and quantitative aspects of the Noise Control By-law, when the source of sound is an industrial use;

(g) That Section 12 of the proposed By-law exempting an Industrial Area from the qualitative aspect of the Noise Control By-law be approved;

(h) That the use of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction or amplification of sound **outdoors** be prohibited between 11:00 p.m. and 7:00 a.m. of the next day be approved;

(i) That the following Noise By-laws of each municipality be repealed:
City of Hamilton Noise By-law 79-292, as amended;
City of Stoney Creek Noise By-law 676-78, as amended;
Town of Dundas Noise By-law 3080-79 and 3055-78, as amended;
Town of Ancaster Noise By-law 89-109, as amended;
Town of Flamborough Noise By-law 89-164-N, as amended; and,
Township of Glanbrook Noise By-law 490-93, as amended.

(j) That any order issued, or proceeding, conducted under the City of Hamilton By-law 79-292 as amended, The City of Stoney Creek By-law 676-78, as amended, The Town of Ancaster By-law 89-109, as amended, The Town of Dundas By-law 3080-79 and 3055-78, as amended, The Town of Flamborough By-law 89-164-N, as amended and the Township of Glanbrook By-law 490-93, as amended, be deemed to continue under the new Noise Control By-law.

(k) That By-law No. will be in effect on the date of approval by the Minister of Environment.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The proposed By-law evolves from the former City of Hamilton's Noise Control By-law providing for some necessary regulatory changes and a significant formatting overhaul. The proposed By-law is a recommendation for a qualitative and quantitative approach to noise controls and drawing the authority for the by-law from both the Environmental Protection Act and The Municipal Act.

Industrial Aspect

The proposed By-law recognizes an area of industrial significance existing in the former City of Hamilton Noise Control By-law and expands upon this exemption area east to Winona Road, Barton Street north to the Queen Elizabeth Way. This exemption area also includes an area all along the south side of Barton Street (Wellington Street to Winona Road). Within this area the qualitative and quantitative regulations do not apply where the source of sound is an industrial use. After some consultation with industry it was concluded that for industry to respond in the best interests of the acoustical environment to which they operate, qualitative noise regulations not apply where the source of the sound is an industrial area (zone), this regulates industry outside the exemption area.

Commercial/Residential

The production, reproduction or amplification of sound (stereos, speakers and bands) will not be permitted outdoors between 11:00 p.m. and 7:00 a.m. of the following day. Otherwise the production, reproduction or amplification of sound regardless of whether the sound originates indoors or outdoors is not permitted at any time when the sound is clearly audible at a point of reception.

Special Events

Any activity that is lawfully carried on pursuant to a Special Event Permit issued by the City of Hamilton shall not create sound.

- Before 11:00 a.m. and shall end at 12:00 midnight on all days of the week, except Sunday, when the sound shall not begin before 12:00 noon and shall end at 10:00 p.m.
- Exceeding 90 dba measured 10 metres from the source of sound.

Agricultural

The Noise By-law does not apply to a normal farm practice carried on as part of an agricultural operation under the Farming and Food Production Protection Act 1998, S.O. 1998, c-1.

Airport

The jurisdiction over noise emanating from the airport itself, or from planes flying, landing or taking off, is entirely a matter of Federal law.

Exemptions and Exemption Process

Staff has identified specific activities that are to be exempted from the regulations proposed in the Noise Control By-law. Built into the proposed Noise Control By-law is an exemption process, which may be used to exempt activities from regulations within the by-law.

BACKGROUND:

The Ministry of the Environment has for the past number of years slowly backed away from enforcing Noise Pollution Control standards in the Environment Protection Act, placing responsibility on the municipality to respond to noise complaints historically handled by the Ministry of the Environment. The Ministry of the Environment places a heavy onus on the municipality to ensure land uses are complementary.

A review of the area municipalities existing Noise By-laws identified 3 basic approaches to Noise Control By-laws. The City of Stoney Creek, Town of Dundas, Town of

Flamborough had qualitative Noise By-laws drawing the authority for their by-laws from the Municipal Act. The Town of Ancaster and Township of Glandbrook had a qualitative and limited quantitative Noise Control By-law drawing the authority for their by-laws from the Municipal Act. The City of Hamilton had a quantitative and qualitative Noise Control By-law drawing the authority for the by-law from the Environmental Protection Act and modelling itself after the Model Municipal Noise Control By-law drafted by the Ministry of the Environment in 1978.

The proposed By-law evolves from the former City of Hamilton's Noise Control By-law providing for some necessary regulatory changes and a significant formatting overhaul. The proposed By-law is a qualitative and quantitative approach to noise controls regulating and drawing the authority for the by-law from both the Environmental Protection Act and the Municipal Act.

A quantitative approach represents a significant change in noise regulation for the former municipalities of Stoney Creek, Glanbrook, Ancaster, Dundas and Flamborough. A quantitative by-law approach provides for actual noise level measurements, which are found in various Noise Pollution Control Publications (NPCs) published by the Ministry of the Environment. NPCs set out procedures to quantitatively determine an ambient sound level, which may include, depending on the area under study, an acoustical environment where the background noise is dominated either by, the urban hum or natural environment with infrequent human activity. The ambient sound level then becomes a marker for determining if there is a violation of the by-law. The ambient sound level is expressed as a decibel (dBa). Noise Pollution Control Publications (NPCs) may also in some cases set a decibel limit to a source of sound at a point of reception regardless of the ambient sound level. The By-law proposes adoption of the following Noise Pollution Control Publications (NPCs):

Publication - N.P.C. 101 – Technical Definitions

Publication - N.P.C. 102 –Instrumentation

Publication - N.P.C. 103 –Procedures

Publication - N.P.C. 104 –Sound Level Adjustments

Publication - N.P.C. 115 –Construction Equipment

Publication - N.P.C. 118 –Motorised Conveyances

Publication - N.P.C. 119 –Blasting

Publication - N.P.C. 205 –Stationary Sources (Urban) – Classes I and II
Publication - N.P.C. 206 –Sound Levels of Road Traffic
(method to establish "urban hum")

Publication - N.P.C. 216 –Residential Air Conditioners

Publication – N.P.C. 232 – Stationary Sources (Rural) – Class III

- **Publication** - **N.P.C** 232 provides for a specific decibel limit for gun clubs at 70 dba if in operation before Jan 1, 1980 and quarries at 45 dba between 700hrs and 1900hrs, 40 dba between 1900hrs and 700hrs.

Industrial

The present City of Hamilton Noise Control By-law provides for an exemption area from Wellington Street to the former easterly City limits, and from Barton Street north to Hamilton Harbour. The proposed by-law recognizes this area of industrial significance and expands the exemption area easterly to Winona Road, and from Barton Street north to the Queen Elizabeth Way. This exemption area also includes an area all along the south side of Barton Street (Wellington Street to Winona Road). These lands are included in the exemption area because of their proximity to the industrial area. This acoustical environment is so dominated by industrial sounds that these lands actually form part of the industrial area. A map detailing this area of industrial significance has been attached to this report as Schedule 2. Specifically, the qualitative and quantitative regulations within this area identified as of industrial significance do not apply where the source of sound is an industrial use.

A new regulator section has been included into the proposed by-law and effects all areas of the new City of Hamilton. The regulation would propose that all industrial properties outside the area identified as of industrial significance be regulated by a quantitative mechanism only. After some consultation with industry it was concluded that for industry to respond in the best interests of the acoustical environment to which they operate, qualitative noise regulations not apply where the source of the sound is an industrial area (zone).

Commercial/Residential

Another section new to all areas of the City of Hamilton is the proposed regulation that “No person shall emit or cause or permit the emission of sound resulting from the use of, any electronic device or group of connected electronic devices incorporating one or more loudspeakers, or other electro-mechanical transducers, and intended for the production, reproduction or amplification of sound outdoors between 11:00 p.m. and 7:00 a.m. of the following day.” This section is intended to control outdoor patios and backyard parties without having to rely on either a qualitative or quantitative method.

Special Events

The new City of Hamilton continues to draw more Special Events to the city each year. Therefore, the proposed by-law in Section 11 outlines the noise regulations for organizers and organizations where the event has been issued a Special Events Permit. Section 11 of the proposed by-law states:

Any activity that is lawfully carried on pursuant to a Special Event Permit issued by the City subject to any conditions imposed as a condition of the Special Event Permit and subject to the following conditions (where there is a conflict between a condition imposed under the Special Event Permit and here, the condition imposed under the Special Event Permit shall prevail):

a) A breach of any of the conditions imposed by this Section shall nullify the exemption granted by this Section;
b) A Municipal Law Enforcement Officer shall monitor the activity, at the expense of the Special Event Permit Holder, if deemed appropriate by the Manager of Licensing and Standards, or his/her designate;
c) Any sound created by the activity shall not begin before 11:00 a.m. and shall end at 12:00 midnight on all days of the week, except Sunday, when the sound shall not begin before 12:00 noon and shall end at 10:00 p.m.; and,
d) Any sound created by the activity shall not exceed
   Options
   1) 90 dba to be determined 10 metres from the Source of Sound.
   2) 90 dba to be determined 30.5 meters from the Source of Sound. City of London
   3) 95 dba to be determined 30.5 meters from the Source of Sound. City of Windsor.

Special Events Example

Example 1
Bay Front Park

Option 1	10m from source of sound 90dba	To nearest residence 57dBa	Ambient noise Level 70.5dBa
Option 2	30.5m from source of sound 90dba	To nearest residence 66.6dba	Ambient noise Level 70.5dBa
Option 3	30.5m from source of sound 95dba	To nearest residence 71.6dba	Ambient noise Level 70.5dBa

Example 2
Hess Village

Option 1	10m from sound stage 90dba	11th Floor Apartment Jackson Street 65.5dba	Ambient noise Level unable to obtain
Option 2	30.5m from source of sound 90dba	11th Floor Apartment Jackson Street 76dba	Ambient noise Level unable to obtain
Option 3	30.5m from source of sound 95dba	11th Floor Apartment Jackson Street 81dba	Ambient noise Level unable to obtain

Agricultural

The Noise By-law does not apply to a normal farm practice carried on as part of an agricultural operation under the *Farming and Food Production Protection Act* 1998, S.O. 1998, c-1.

Airport

The jurisdiction over noise originating from the airport itself, or from planes flying, landing or taking off, is entirely a matter of federal law. Neither provincial law or municipal by-law has any control. There are regulations dealing with the nature and extent of noise, which are enforced by the Ministry of Transportation (Canada). There is an obligation as well, with the managers of the airport to address noise issues. Complaints are referred to the management of the airport and for enforcement are referred to the Federal Ministry of Transportation:

Regional Manager, Aerodrome Safety Ontario Region
4900 Yonge Street, Suite 300
Willowdale, Ontario
M2N 6A5
Phone: 416 952 0248
Fax: 416 952 0050

Exemptions and Exemption Process

Staff has identified specific activities that are to be exempted from the regulations proposed in the Noise Control By-law:

a) Operation of Authorized Emergency Vehicles;
b) Any activity carried on at Ivor Wynne Stadium;
c) Undertaking emergency measures for the immediate health, safety or welfare of any person or the preservation or restoration of property;
d) Operation of machines or equipment by or on behalf of the City for emergency purposes;
e) Operation of bells utilized as traffic control devices including bells at traffic signal locations and bells at railway crossings;
f) Operation of snow removal equipment while in the operation of snow removal; and,
g) Operations associated with agriculture.

Built into the proposed Noise Control By-law is an exemption process, which may be used by anyone wishing to apply for an exemption from regulations. The process permits Council to examine and consider if an activity should be exempted from the by-law.

ANALYSIS OF ALTERNATIVES:

Pursuant to the Environmental Protection Act, Councils of local municipalities may, subject to the approval of the Minister pass bylaws,

(a) Regulating or prohibiting the emission of sound or vibration;
(b) Providing for the licensing of persons, equipment and premises, or any of them, with respect to the emission of sound or vibration;
(c) Prescribing maximum permissible levels of sound or vibration that may be emitted; and,
(d) Prescribing procedures for determining the levels of sound or vibration that are emitted.

Further to the Municipal Act Section 129(1) A local municipality may prohibit and regulate with respect to noise, vibration. 2001, c. 25, s. 129 (1).

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The enforcement of the proposed new by-law will be done by existing staff resources in the Building and Licensing Division. The Legal Services Division has assisted in the preparation of the By-law.

POLICIES AFFECTING PROPOSAL:

The proposed By-law meets criteria established in Vision 2020 with respect to creating a peaceful environment and for fulfilling the human need for privacy.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The By-law was developed in conjunction and consultation with Legal Services and Community Services.

On February 4, 2002 the Standards and Licensing Section held a public consultation meeting on the proposed Noise By-law. The meeting was advertised in the Hamilton Spectator as well as the surrounding local papers and invited the public to register as a speaker should they wish to comment. There were 15 members of the public that made presentations at the consultation and staff received 3 written submissions. The public provided comments and concerns regarding the Noise By-law and how it would impact a range of aspects, from residential and agricultural to industrial, however, the majority of the comments were residentially orientated.

Industrial Comments

Brian Zeman, an urban planner from MHBC Planning in Kitchener asked staff to include his comments in this report and has provided the following:

"Our firm has been working with your staff over the past year on the development of the Noise By-law and how it affects industries. City Staff was faced with a challenge when preparing the new Noise By-law. The new City of Hamilton now has both urban and rural areas, including both urban and rural industries. In general, the By-law is fair for industry and the residents of the City. The By-law governs industries by using the Ministry of the Environment noise guidelines. This approach provides certainty to both existing and new industry in the City of Hamilton. Its sets a clear and objective test.

This approach is also fair to those residents who live in proximity to industries. The Ministry of Environment noise limits were established to protect the rights of people. This doesn't mean that if industries meet the Ministry of the Environment Noise Guidelines that the noise from the industry will be completely inaudible, but it wili be within limits that are considered acceptable by the Province and are designed to ensure ones enjoyment of their property is not taken away. With the modifications discussed this morning, our firm supports the by-law and I congratulate staff on the time and effort they have put into preparing the new By-law."

One speaker objected to the exemption area north of Barton Street.

Residential Comments

A number of speakers spoke on continuing problems regarding vibration from outdoor music and how the resulting sound can travel long distances. Some residents spoke on their own behalf and a solicitor representing a group of 11 families spoke on vibration from the same source of outdoor music. Staff was advised that the residents that he represented supported the draft by-law, hoping that the by-law will control the outdoor music problem, thereby, permitting the residents to enjoy the summer.

Other speakers expressed their concerns regarding specific noise problems which impact their quality of life. These included situations such as music from abutting residential households and bars, fast food drive throughs, race tracks, gun clubs, airports, industrial noises and events at Bay Front Park. Staff confirmed that the proposed By-law will continue to regulate these types of noises.

Agricultural Comments

One speaker (representing the Hamilton Wentworth Federation of Agriculture\Soil Crop Association) spoke of concerns that farmers operate machinery during different hours that may offend a residence and that these machines are used seasonally. Staff advised the speaker that the by-law does regulate noise control devices used to control birds and that staff was aware of the limitations that a Noise By-law may have when the Farm Practices Act is involved.

Commercial Comments

An establishment owner stated the proposed By-law will negatively impact their business, as the by-law prohibits outdoor speakers. The outdoor speakers are an important aspect of the business and weather only permits this use for 3 months a year.

He advised that the establishment was undertaking to install an outdoor speaker system engineered for reduced the noise impact

Special Events

On April 29, 2002 The Special Events Advisory Team held a meeting with event organisers to advise them of the proposed Noise Control By-law relating to special events. The general consensus was that proposed noise regulations were too restrictive when it came to those events that provide concerts as part of the event.

CITY STRATEGIC COMMITMENT:

The proposed Noise Control By-law addresses the physical environment, which affects the health and well being of the community by regulating and controlling those noise intrusions that are a potential threat to a quality of life and peaceful environment. The by-law fulfils the human desire for peace in our environment by providing regulations to control the daily qualitative unwanted sound that may intrude into our neighbourhoods and communities.

The By-law provides for a mechanism that will respond to land uses that are both complimentary and non-complimentary, by setting fair and quantitative limits on sound responding to quality of life issues and further by promoting the City of Hamilton as a desirable place to live.

It will encourage industrial development as the by-law removes qualitative regulations when the source of sound is in an industrial zone. The By-law sets a clear and objective test for industry to meet when setting financial cost dealing with noise abatement of a new development.

The proposed Noise Control By-law while controlling those noise intrusions that are a potential threat to a quality of life and peaceful environment also facilitates the use of cultural institutions, public facilities, parks and open spaces for special events which inspires community pride and sense and place.

RC/PCL/fd

Attachments (3)

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GOVERNMENT DOCUMENTS

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-037

Tuesday, November 5, 2002

9:30 a.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. ADOPTION OF MINUTES

2.1 October 22, 2002

3. DELEGATION REQUESTS

3.1 Request to address the Hearings Sub-Committee by Ms. Mary Shea respecting opposition to the traffic signs on Rymal Road at Springside Drive

4. CONSENT ITEMS

4.1 Monthly Status Report of Tenders and Requests for Proposals - September (FCS02014(i) (City Wide)

4.2 Request for a School Crossing Guard at the intersection of Highbury Drive and Whitedeer Road (FCS02119) (Ward 10)

4.3 Request for a School Crossing Guard at the intersection of Winterberry Drive and Stonewood Park Path (FCS02118) (Ward 10)

4.4 Removal of Holding Symbol for Lands Located at 1430 - 1472, 2nd concession Road West, Applicants - Copetown Woods Golf Club Inc. and Hydro One Networks Inc. (PD02212) (Ward 14)

4.5 Demolition Permit - 25 Wentworth Street South (PD02218) (Ward 3)

4.6 Recommendation to Designate 537 Carluke Road West (Calder House) under Part IV of the Ontario Heritage Act, in the former Town of Ancaster (PD02221) (Ward 12)

4.7 Recommendation to Designate 163 Jackson Street West under Part IV of the Ontario Heritage Act, in the City of Hamilton (PD02222) (Ward 2)

4.8 Heritage Permit Application (HP-2002-023) under Part IV of the Ontario Heritage Act to Permit the Replacement of Cedar Shingle Roofing on the Property at 552 Ridge Road (Erland Lee Museum/Home) Former City of Stoney Creek (PD02220) (Ward 11)

4.9 Heritage Permit Application (HP2002-026) under Part V of the Ontario Heritage Act to Permit the Construction of a Front Porch at 143 Main Street North, Waterdown within the Mill Street Heritage Conservation District, in the former Town of Flamborough, City of Hamilton (PD02219) (Ward 15)

4.10 Demolition Permit - 30 Maryvale Avenue (Dundas) (PD02215) (Ward 13)

4.11 Herkimer Street - School Area Speed Limit Request TOE02194) (Ward 1)

4.12 Eleventh Road at Green Mountain Road - Stop Control (TOE02193) (Ward 11)

4.13 Customer Contact Centre Implementation of 2002 Budget Decisions (CSE02024(a)) (City Wide)

4.14 Update on Access and Equity Activities and Initiatives (CSE02026) (City Wide)

5. PRESENTATIONS

None

DISCUSSION ITEMS

6. CITY MANAGER

6.1 Business Plan/Budgets: Public Involvement and Budget Meeting Schedule (CM02006) (City Wide)

7. COMMUNITY SERVICES

None

8. CORPORATE SECRETARIAT

8.1 Citizen Protection Project (CSE02023) (City Wide)

9. ECONOMIC DEVELOPMENT

None

10. FINANCE AND CORPORATE SERVICES

10.1 The 2002 Tax and Rate Current Budget Exception Report to August 31, 2002 (FCS021170 (City Wide)

10.2 Quarterly Status Report on the use of Policy #10 - Emergency Purchasing and Policy #11 - Negotiations for the 3rd Quarter 2002 - FCS02105(a)) (City Wide)

10.3 Election Signs By-law (FCS02115) (City Wide)

11. HUMAN RESOURCES

None

12. PLANNING AND DEVELOPMENT

12.1 Application for A Certificate of Approval (Waste Disposal Site) - 294 Lake Avenue North - M& B Enterprises (PD02217) (Ward 5)

13. SOCIAL AND PUBLIC HEALTH SERVICES

13.1 Community Care Access Centre Eligibility Criteria Impact on the Homemakers and Nurses Services Program (SPH02026) (City Wide)

14. TRANSPORTATION, OPERATIONS AND ENVIRONMENT

14.1 Columbia International College - Transportation Program (TOE02192) (City Wide)

14.2 Approval to Expropriate for the New Nash-Brampton Connection Road and the Red Hill Creek Expressway (TOE02190) (Ward 5)

14.3 Alternative Service Delivery Provision for Sign Installation (TOE02191) (City Wide) - Outstanding Business Item "Q", May 7/02

14.4 Central Avenue and Parkdale Avenue - Request to convert Intersection Pedestrian Signal to a Full Traffic Signal (TOE02195) (Ward 4)

14.5 Nash Road and Queenston Road - Request for an Eastbound Left Turn Phase (TOE02196) (Ward 5)

14.6 Granular Activated Carbon (GAC) Regeneration Project - Woodward Water Treatment Plant (TOE02198) - **to be distributed**

15. JOINT DEPARTMENTAL REPORTS

15.1 Consolidated "Rural Municipal Numbering By-law" - Follow Up Report to Outstanding Business Item "U" - May 7/02 (PD02002(a)/TOE02182) (City Wide)

16. REPORTS BY SUB-COMMITTEES

None

17. ITEMS REFERRED BY CITY COUNCIL

None

18. MOTIONS

None

19. NOTICES OF MOTIONS

None

20. GENERAL INFORMATION

None

21. PRIVATE AND CONFIDENTIAL

21.1 License Agreement
21.2 Elimination of the requirement for sidewalks in subdivisions

22. ADJOURNMENT

OUTSTANDING BUSINESS

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
A.	Report on Colliers Recommendations – HECFI Facilities	March 28/01	Community Services		2002 - Q1
B.	Demolition of 226 Avondale Street	April 25/01	N/A		TABLED by Ward Councillor
C.	Toll for Red Hill Creek Expressway	Nov 21/01	TOE/Finance	Staff to bring a report back on option for tolling Red Hill Creek Expressway	Awaiting Provincial Regulations
D.	Spreading of Biosolids	Nov 21/01	Transportation and Environment	TABLED pending Staff report	
E.	Urban Boundary	Dec 4/01	Planning & Development	Referral by HSC for staff to report back to COW	2002 – Q2
F.	Community Safety Zones	Dec5/01	Transportation and Environment	Referred back to staff for further consideration	2002 – Q2
G.	People's Panel	Dec5/01	TBD	Staff to report back on financial and staffing implications, selection process, terms of reference and implementation timeline	
H.	Aquafit Seniors/Disabled Fees	March 5/02	Community Services	Staff to prepare critical analysis	
I.	Council Communication - Residential Care Facilities	Jan. 23/02	Social and Public Health Services	Referred to staff for comments	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
J.	Strategy to attract Factory Outlet stores	Feb. 13/02/further updated on August 6/02	Economic Development	Staff to bring implementation plan to Committee	
K.	Strategy for prioritizing abandoned industrial and commercial warehouse structures	Feb. 13/02 Aug. 13/02 follow-up request made	CMT	Staff to bring implementation plan to Committee	
L.	Revenue issues regarding billings and chargebacks	HSC - February 20/27	Finance and Corporate Services	Referred to staff for a report back	December 2002
M.	Shortage of Area Doctors	March 6/02 Council	Social and Public Health	Staff to report back on shortages	
N.	Remuneration and Expenses	March 5/02	Finance and Corporate Services	Staff to report back in future reports highlighting offsetting revenues which create a net expenditure, consultation with Councillors, indication of expenses authorized as Council expenses	March 2003
O.	Pest Control	May 7/02	Planning and Development	Staff to report back on control of pests/rodents prior to demolition permit issued	
P.	Marina Assets	May 7/02	Community Services	Staff to report back on the selling of Marina assets to Port Authority	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Q.	Alternative Service Delivery for installation of roadway signs and posts	May 7/02	TOE	Staff to report back with results and recommendation on this matter	
R.	Hannon Post Office	May 7/02	Corporate Secretariat	Staff to report back on possibility of address changes that align with telephone exchanges	
S.	Correspondence from Hamilton District Labour Council/HUC Corporation Position Paper	Apr. 30/02	F&CS and HUC	Staff to bring report back	
T.	HR Matters	May 7/02	Economic Development	Staff to report back	
U.	Consolidated Rural Municipal Numbering By-law	May 7/02	Planning and Development	Referred to staff for outside pricing and report back	
V.	Municipal Tax Competitiveness Study	May 23/02	Finance and Corporate Services	Referred to a Future COW in September	Nov./02
W.	Options for returning profits - Hydro	June 10/02	Finance and Corporate Services	Staff to report back with options for returning profits	
X.	Capital Program to modify mountable curb driveway approaches	July 2/02	TOE	Three sections tabled pending public consultation	
Y.	Roles and Responsibilities of Committee of Adjustment	July 2/02	Planning and Development	Tabled pending further consultation with the community and report back on policy addressing political influence	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Z.	Uncovered crossovers on highways	August 6/02	Risk Management and Legal	Staff to bring report back on uncovered crossovers on highways	
AA.	Delivery of ambulance services, response times, standards, dispatch	August 6/02	Chief Peace	Staff to bring report back on status of delivery	
BB.	Floating Casino - West Harbour	August 13/02	Legal Services	Staff to report back on feasibility of securing a casino license for floating casino	Nov./02
CC.	Downtown cleanliness	August 13/02	TOE	Staff to report back on how much it cost to keep the downtown clean prior and during FCM	
DD.	Correspondence from Ministry of Transportation respecting Highway 6 from Highway 5 to Concession	Council Communication of July 10, 2002	TOE	Staff to report back to Committee of the Whole	
EE.	Petition - reduction in speed on Leeming Road	Council Communication of August 14	TOE	Staff to report back to Committee of the Whole	
FF.	Correspondence from Municipality of Niagara respecting Water Quality Protection Strategy	Council Communication of August 14, 2002	TOE	Staff to report back to Committee of the Whole	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
GG.	Correspondence from Mr. Reginald Beaudry respecting Tree Species List	Council Communication of September 11, 2002	Community Services	Staff to report back to Committee of the Whole as part of the Forestry Management Plan exercise	
HH.	Hamilton Future Fund	Sept. 10/02	Finance and Corporate Services	Staff to provide monthly reports to Council and Trustee Panel on the approved projects to assist in monitoring	Ongoing
II.	Services Review - City Maintenance Operations	Sept/10/02	City Manager	City Manager to provide ongoing and final reports to Council on behalf of the Services Review Committee	Ongoing
JJ.	Report of the Accommodations Study Sub-Committee	Sept. 10/02	Community Services	A meeting of the sub-committee to occur. Staff directed to report back	Nov./02
KK.	Motion - ODSP Bus Pass	Sept. 10/02	Social and Public Health	Staff to report back on feasibility of a subsidy program	
LL.	Fee Waiver Policy	Sept. 10/02	Community Services	Staff to report back as part of the annual budget on the extent to which the City subsidizes third party use	Budget Deliberations

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
MM.	Hamilton's Wastewater System	Sept. 17/02	TOE	Staff to investigate possible partnership re: dredging of the Windemere basin, Updates on compliance, overstrength and surcharge agreements	
NN.	Subsection g) HMRF/HWRF Pension Administration Sub-Committee Report	Sept. 24/02	COW	Tabled pending delegation from Hamilton Police Association appearing at HSC	October/02
OO.	Development charges and building permit fees for the Hamilton Regional Cancer Centre and St. Joseph's Healthcare	Sept. 17/02	City Manager/ Finance and Corporate Services/ Planning and Development	Deferred for one month	November/ 02
PP.	By-law to regulate postering of signs on public property	Sept. 17/02	TOE & FCS	Staff to prepare by-law to regulate	
QQ.	Memorandum respecting Taro CLC	Oct. 22/02	TOE	Staff to report back on the legal and enforcement issues surrounding the CLC, council;s involvement and certificate of approval	
RR.					
SS.					

SECTION 2

2.1

Committee of the Whole

MINUTES

9:30 a.m.
Tuesday, October 22, 2002
Council Chambers
Hamilton City Hall
71 Main Street West, Hamilton

Present:	Deputy Mayor M. Ferguson Councillors A. Bain, D. Braden, M. Caplan, C. Collins, F. D'Amico, L. Dilanni, A. Horwath, T. Jackson, B. Kelly, S. Merulla, M. McCarthy, D. Mitchell, B. Morelli, R. Powers
Absent with regrets:	Mayor R. Wade
Also Present:	R. Robertson, City Manager J. Rinaldo, General Manager, Finance and Corporate Services P. Crockett, General Manager of Transportation Operations and Environment B. Fenwick, Acting General Manager, Community Services L. Coveyduck, General Manager, Planning and Development J.A. Priel, General Manager, Social and Public Health Services C. Graham, General Manager, Human Resources A. L. Heron, Executive Director, Corporate Secretariat N. Everson, Executive Director, Economic Development R. Caterini, Deputy Clerk M. Gallagher, Co-ordinator, Council/Committee of the Whole

Deputy Mayor M. Ferguson called the meeting to order.

THE FOLLOWING ITEMS WERE REPORTED TO CITY COUNCIL FOR CONSIDERATION:

1. **Early Years Update (SPH01103(a)) (City Wide) (Item 4.1)**

   That report SPH01103a) and the attached Hamilton Early Years Mobilization Plan, *Start Smart*, be received as information. **CARRIED.**

2. **Social Development Strategy: Vision and Next Steps (SPH02001(a)) (Item 5.1)**

   (a) That Council endorse the Vision portion of the Social Development Strategy document entitled A Social Vision for the New City of Hamilton.

   (b) That Council direct Social and Public Health Services, during 2003, to develop the Social Development Strategy work plan in consultation with key community partners and stakeholders.

   (c) That the 1.5 FTE staffing resource, and the related costs ($102,295), required to co-ordinate the Strategy be referred to the 2003 Tax Budget process for consideration and possible implementation. **CARRIED**

3. **Community Services Volunteer Co-ordinating Committee Report 02-002 - Request for funding for Hamilton Veteran's Committee (Item 6.1)**

   (a) That $20,000.00 be approved towards funding the Hamilton Veterans Committee activities and special events taking place in 2002, the events include but not limited to:

   Decoration Day (June) & East End Decoration Day Service (August)

   Remembrance Day Services throughout Hamilton

   (b) That the funding be charged to the $43,000.00 Volunteer Committee Budget that resides in the Legislative budget. **CARRIED**

4. **Community Services Volunteer Co-ordinating Committee Report 02-003 - Request for Funding for Hamilton Historical Board (CS02086) (City Wide)(Item 6.2)**

   a) That consideration be given in the 2003 budget process for $16,000 to be approved on an annual basis to the Joint Plaquing Sub-Committee to finance heritage commemorative and LACAC designation plaquing;

b) That an initial $4,000 be approved for the remainder of the year 2002;

c) That the funding be charged to the $43,000 Volunteer Committee budget that resides in the Legislative Budget. **CARRIED**

5. Corporate Secretariat Volunteer Co-ordinating Committee Report 02-002 – Policy on Members missing Three Consecutive Meetings (Item 6.3)

(a) That any volunteer committee members missing more than three consecutive regular committee meetings, without due notice, be invited to meet with the Chairman of the committee to discuss the reason for his/her absence;

(b) That subject to the reason for his/her absence, such member may cease to be a member of the committee;

(c) That this recommendation be included in the Terms of Reference for all citizen volunteer committees within the Corporate Secretariat Volunteer Co-ordinating Committee.

(d) That subsections a) and b) be forwarded to all Volunteer Committees for consideration. **CARRIED AS AMENDED.**

6. Memorandum from Peter Crockett, General Manager respecting Taro Community Liaison Committee - Reply to Council Correspondence of September 25, 2002 (Item 7.1)

(a) That the Memorandum from Peter Crockett, General Manager respecting Taro Community Liaison Committee be received.

(b) That staff be directed to report back by memorandum on the legal and enforcement issues surrounding the CLC, Council's involvement and the certificate of approval. **CARRIED**

7. Hamilton Hydro Inc. Fair Credit Risk Regulation (FCS02041) (Item 12.1)

That the Province of Ontario and its regulatory board, the Ontario Energy Board ("OEB"), be requested to expeditiously enact regulation over the electricity industry that:

(a) Fairly allocates credit risk among participants in Ontario's electricity industry; and

(b) Relieves Local Distribution Companies ("LDCs"') of the unfair and unreasonable burden of bearing credit risk for amounts billed to hydro customers which represent electricity and related charges passed through LDCs by other industry participants; and, thereby

(c) Allows Local Distribution Companies ("LDCs") to establish more favourable customer credit policies that mitigates risk only to the extent of the portion of customer bills which represents revenue to LDCs.

(d) That correspondence be forwarded to AMO requesting that AMO advocate this position as well. **CARRIED**

8. Noise By-law (PD02166) (Item 14.1)

(a) That the Noise Control By-law attached to Report PD02166 be approved as amended;

(b) That the Noise Pollution Control Publications, attached as Schedule 1 to the By-law as provided by the Ministry of the Environment setting quantitative noise levels be adopted;

(c) That any application lodged for an exemption to the Noise Control By-law be submitted with a non-refundable fee of $500 as per the Fees By-law;

(d) That staff be authorized to apply to the Ministry of Attorney General for the approval of short form wording in order to implement a set fine ticket system pursuant to Part 1 of the Provincial Offences Act;

(e) That Schedule 2, attached to the By-law, a map identifying an area of industrial significance be approved. This map includes an area where the acoustical environment is dominated by industrial sounds;

(f) That Section 12 of the proposed By-law exempting an Industrial Area from the qualitative aspect of the Noise Control By-law be approved;

(g) That the use of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electro-mechanical transducers, and intended for the production, reproduction or amplification of sound **outdoors** be prohibited between 11:00 p.m. and 7:00 a.m. of the next day be approved;

(h) That the following Noise By-laws of each municipality be repealed:
City of Hamilton Noise By-law 79-292, as amended;
City of Stoney Creek Noise By-law 676-78, as amended;
Town of Dundas Noise By-law 3080-79 and 3055-78, as amended;
Town of Ancaster Noise By-law 89-109, as amended;
Town of Flamborough Noise By-law 89-164-N, as amended; and,
Township of Glanbrook Noise By-law 490-93, as amended.

(i) That any order issued, or proceeding, conducted under the City of Hamilton By-law 79-292 as amended, The City of Stoney Creek By-law 676-78, as amended, The Town of Ancaster By-law 89-109, as amended, The Town of Dundas By-law 3080-79 and 3055-78, as amended, The Town of Flamborough By-law 89-164-N, as amended and the Township of Glanbrook By-law 490-93, as amended, be deemed to continue under the new Noise Control By-law.

(j) That the By-law will be in effect on the date of approval by the Minister of Environment.

(k) That section 7(2) of the By-law be amended as follows:

That there be a limit on all construction from 7:00 p.m. to 7:00 a.m.

(l) That where noise is isolated and known that an enforcement process be initiated. **CARRIED AS AMENDED**

9. World Cycling Update

That Councillors F. D'Amico and A. Horwath be appointed to share the responsibility as the Council representative on the Hamilton Cycling Championship Board. **CARRIED**

FOR THE INFORMATION OF COMMITTEE:

(a) DECLARATIONS OF INTEREST

None declared.

(b) ADOPTION OF MINUTES

The Minutes of the October 15, 2002 meeting were approved.

(c) DELEGATION REQUESTS

The following request was approved for referral to the Hearings Sub-Committee:

3.1 Request by Jacqueline Joyce of Share the Warmth to address the Hearings Sub Committee.

(d) Opportunities 2003 - Globe and Mail insert

Neil Everson provided Committee of the Whole with an update on the response to the Opportunities 2003 insert.

The publication has reached over 300,000 in circulation. It has received a good response and generated inquiries.

(e) Update – Commonwealth Games and World Cycling

The City Manager, Bob Robertson, provided Committee of the Whole with an update on the Commonwealth Games and World Cycling.

Further updates will be provided in two to four weeks.

(f) New Mountain Police Station

Councillor Bernie Morelli provided an update on the new mountain police station which is scheduled for completion in approximately 12 months.

(g) Hamilton Hydro Inc. Fair Credit Risk Regulation (FCS02041) (Item 12.1)

The following motion moved by Councillor Merulla and seconded by Councillor Morelli was tabled pending the presentation by Hamilton Hydro at which time it will be lifted from table and considered.

"That Hamilton Hydro as a direct result of the competitive rate issue that they be requested to conform to either the Burlington Hydro rate or lower."

(h) Noise By-law (PD02166) (Item 14.1)

This item was split for voting purposes:

Subsections a), b), c), d) i), j) and k) CARRIED.

Subsection e) CARRIED with Councillors Morelli, Merulla, Collins Opposed.

A motion by Councillor Dilanni and Seconded by Councillor Braden to amend subsection f) to move the exemption line from south of Barton to North of Barton was DEFEATED.

A Recorded Vote was held on subsection (f) which lost on a TIE VOTE as follows:

Yeas: Councillors M. Caplan, F. D'Amico, M. Ferguson, A. Horwath, T. Jackson, D Mitchell, R. Powers
Total: 7
Nays: Councillors A. Bain, D. Braden, C. Collins, L. Dilanni, M. McCarthy, S. Merulla, B. Morelli
Total: 7

A motion by Councillor Caplan and Seconded by Councillor Mitchell to refer the tie vote to Council for consideration lost on a TIE VOTE as follows:

Yeas: Councillors M. Caplan, F. D'Amico, M. Ferguson, A. Horwath, T. Jackson, D. Mitchell R. Powers
Total: 7
Nays: Councillors A. Bain, D. Braden, C. Collins, L. Dilanni, M. McCarthy, S. Merulla, B. Morelli
Total: 7

A motion by Councillor Horwath and Seconded by Councillor Powers that subsection f) be referred to an information meeting of Council and staff was subsequently APPROVED.

"(f) That the area identified as of industrial significance be exempted from the qualitative and quantitative aspects of the Noise control By-law, when the source of sound is an industrial use."

Subsection g) carried with Councillors Collins, Morelli and Merulla Opposed.

A motion to limit construction to 6 days per week (Monday to Saturday) was defeated on a recorded vote as follows:

Yeas: Councillors Braden, Ferguson, Horwath, Mitchell, Powers
Total: 5
Nays: Councillors Bain, Caplan, Collins, D'Amico, Dilanni, Jackson, McCarthy, Merulla, Morelli
Total: 9

Subsection (h) carried with Councillors Jackson, Merulla and Morelli Opposed.

(i) **Noise By-law (PD02166(a)) - supplemental report**
This item was deleted from the agenda.

(j) **Tree Removal Request – Garth Street Extension – "Garth Trails Subdivision" Wards 8 and 11) (PD02223)**

This item was Tabled pending the City Council meeting at which time the item will be lifted from the table and considered.

(k) **Personnel Matter (Item 22.1)**

This item was deleted from the agenda.

(l) **SWARU**

Council moved In Camera to receive legal advice on the SWARU operations.

Staff were directed to prepare a resolution for Council's consideration on this matter.

The meeting adjourned at 2:15 p.m.

Respectfully submitted,

Deputy Mayor M. Ferguson

R. Caterini, Deputy Clerk
M. Gallagher, Co-ordinator, Council
Committee of the Whole

SECTION 3

Mitchell, Dave

3.1

From: tomaryshea [tomaryshea@idirect.com]
Sent: October 23, 2002 11:20 PM
To: David Mitchell
Subject: HSC
Importance: High

David L. Mitchell
Councillor Serving the Communities of Ward 11
The New City of Hamilton
71 Main St. W., 2nd Floor
Hamilton, Ont. L8P 4Y5

Dear Mr. Mitchell;
I am requesting the City clerk put me on a Hearing Sub Committee agenda. Residents are opposed to the traffic signs on Rymal Road at Springside Drive - No Left Turn Mon. to Fri. 8-10 AM & 3-6 PM - Including Holidays. New road improvements were completed two years ago on Rymal Road , adding both a Left Turn Only Lane coming from East to West, and a Right Turn Only Lane travelling from West to East. All cars coming from west to east must exit at Springside Drive, while drivers travelling from East to West are forced to drive through a new sub division of single family homes off of Upper Wellington Street to get onto Springside Drive as the only way to their homes, unable to legally use the newly installed turning lane. Thank you for assisting me with this.
Sincerely,
Mary Shea
230 Stagecoach Drive
Mount Hope, Ont. LOR 1W0
905-679-0683
e-mail: tomaryshea@idirect.com

24/10/02

CITY WIDE IMPLICATIONS

4.1

CITY OF HAMILTON

FINANCE & CORPORATE SERVICES
FINANCIAL SERVICES

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo General Manager
Date:	October 17, 2002	**Prepared by:**	Rick Male 905-546-4157

SUBJECT: **Monthly Status Report of Tenders and Requests for Proposals September - FCS02014(i)- (City Wide)**

RECOMMENDATION:

That the monthly status report of Tenders and Requests for Proposals for September 2002 as set out in Appendix 'A' to Report FCS02014 (i) be received.

Joseph L. Rinaldo, General Manager,
Finance & Corporate Services

EXECUTIVE SUMMARY:

This report is in accordance with our Policy #6, Council Approval of Contracts, whereby a Council report recommending award of a tender or proposal is not required when the criteria outlined in Items a. through d. of the policy have been met.

BACKGROUND:

Tenders and Proposals reported in this document have been issued in accordance with Purchasing Policies and are being awarded to the lowest acceptable bid.

Staff will continue to report to Council on awards where the conditions have not been met.

Those items with a status of "Under Review" or "Pending Approval" will remain on the report until such time an award is made.

ANALYSIS OF ALTERNATIVES:

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

POLICIES AFFECTING PROPOSAL:

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

This report encompasses all Tenders and Proposals issued by the City and is produced in consultation with the Transportation, Operations and Environment Department.

CITY STRATEGIC COMMITMENT:

The recommendation contained within this report has City-wide implications.

Tenders and Proposals are issued to encourage the competitive bidding process with objective and equitable treatment of all vendors, in accordance with the Purchasing Policies approved by Council. Further, the City of Hamilton's commitment to procure goods and/or services with due regard to the preservation of the natural environment and to encourage the use of "environmentally friendly" products and services, as supported by the Pollution Prevention Committee.

Appendix A to Report No. FCS02014(i)

CITY OF HAMILTON

Summary of Tenders & Proposals Issued - September, 2002

Reference	*Project Description*	*Closing Date*	*Status Award Information*
TOE-02-01(HSW)	Watermain replacement, sewer repairs, storm sewers and road reconstruction on Hughson Street from Main Street East to Hunter Street and on Walnut Street from Main Street East to King Street East (Ward 2)	March 21	Scope of contract award under review due to future streetscaping coordination needs.
C3-25-02	RFP for Real Estate Services	May 2	Awarded to 11 vendors: Blair Blanchard Stapleton Limited Chambers Hall Real Estate Inc. Humphrey's Appraisal Services Jacob Ellens & Associates Inc. John W. Harvey Real Estate Royal LePage State Realty Star Real Estate Limited Pending receipt of WSIB & Insurance documentation from: Pocrnic Realty Appraisals Mark B. Boyak Real Estate Robertson Realty Appraisals J. J. Barnicke Limited Est. Annual Expenditure - $165,000
C11-33-02	Supply & Delivery of Digitally Timed Solid State Traffic Signal Controllers & Associated Hardware	May 13	Award Pending final review of requirements.
C11-34-02	RFP for Project Management Services for Water Metering	May 14	Cancelled
C3-37-02	Addition & Alteration to Hamilton Emergency Services Administration Offices	June 5	James Kemp Construction $421,222.00
C11-43-02	Supply & Delivery of Lubricants to Fleet Services, Fire & Police	June 7	Pending Award

Reference	Project Description	Closing Date	Status Award Information
C11-12-02	Supply & Delivery for Brake Linings, Parts & Services for Use By Hamilton Transit Operations	June 12	Bartlett Provincial Brake MCI Service Parts Company Neoplan Corporation, NATSCO Kenworth Hamilton Mohawk Mfg & Supply Company Est. Annual Expenditure - $240,000
C11-27-02	RFP for Household Special Waste Collection & Disposal	June 13	Hotz Environmental Est. Annual Expenditure - $648,290
C11-42-02	Winter Control – Equip. & Operator Snow Plow & Anti-Icing Unit	July 5	IMOS - $2,822,000.00
C7-06-02	For Provision of Audio / Visual Services - HECFI	July 5	AVW-TELAV Inc. Est. Annual Expenditure - $72,000
C4-01-02	RFP for the Provision of Newspaper Advertising Space	July 5	Under Review
C4-03-02	RFP for the Provision of Direct Distribution Advertising	July 5	Under Review
C3-48-02	RFP for Consolidated Parkland Dedication Policy & Bylaw Study	July 8	JH Stevens Planning & Development Consultants - $49,516.25
TOE-02-33(HW)	Proposed watermain replacement and road resurfacing on Sherman Avenue North from King Street East to Cannon Street and on Gage Avenue North from Barton Street East to Beach Road (City of Hamilton Ward 3)	July 11	Dufferin Construction $1,327,816.50
C3-47-02	Interim Improvements to City Hall Forecourt	July 12	O. Ciccarelli & Son - $110,000.00
C11-35-02	Supply & Delivery of Brake Parts and Service for Cars, Light Duty Trucks and Heavy Duty Vehicles	July 17	Under Review
TOE-02-37(H)	Road resurfacing with associated adjustments/base repairs and minor curb & walk replacement on the following: Barton Street E. – Bay Street N. to Queen Street N., Fennell Ave W. – 200m east of Auchmar Rd to West 2nd St. Locke Street S. – Herkimer Street to Aberdeen Avenue Scenic Drive – Lyle Avenue to West 32nd Street Upper Sherman Ave – Jasmine Street to Limeridge Road E., Garth Street – Auchmar Road to Fennell Avenue W. (City of Hamilton Wards 1, 2, 7 & 8)	July 18	Lafarge Construction $912,710.00

Reference	***Project Description***	***Closing Date***	***Status Award Information***
C11-59-02	Construction of Hauled Sewage Dump Station at Woodward Avenue Wastewater Treatment Plant	July 19	Triple Crown Enterprises Ltd. $1,423.113.25
C11-54-02	Aboveground Fuel Storage Facilities Upgrades	July 19	Claybar Contracting - $386,591.00
C11-56-02	RFP for Hamilton's West Harbour Planning Area Study	July 22	Urban Strategies - $380,598.00
C11-39-02	Dundas Wastewater Treatment Plant Sand Filter Upgrades	July 24	Tenebac Ltd. - $123,050.00
C12-9-02	Plumbing & Pipefitting Services as Required at Various Facilities within the City of Hamilton	July 25	Binbrook Plumbing & Heating Western Plumbing & Heating Mattina Mechanical Est. Annual Expenditure $400,000
C12-10-02	Various Painting, Wallcovering and Sandblasting Services as Required at Various Facilities within the City of Hamilton	July 25	Northern Painters M&M Painting Commercial & Industrial Painting Est. Annual Expenditure $650,000
C12-8-02	H.V.A.C. Maintenance Services Required at Various Facilities	July 31	Part "A" – Corporate Buildings & Real Estate – Black & McDonald Limited Part "B" – Macassa Lodge - Pending No Expenditure Estimate Available
C11-53-02	Tender for the Supply & Delivery of Leased Transit Tires	August 1	Bridgestone/Firestone Est. Annual Expenditure $915,500
C3-58-02	RFP for Consulting Services to Perform a "Service Review"	August 2	TurnKey Management Consulting $146,055.00
C11-68-02	Tender for Woodward Avenue Wastewater Treatment Plant, Raw Sewage Pump Station, Knife Gate Valve Installation	August 2	Primitive Mechanical Constructors Inc. $74,540.00
TOE-02-40	Garner Road Pumping Station	August 2	Envirocon - $1,988,060.00
C3-61-02	RFP for Design and Supply of Travelling Exhibition	August 7	Villnus Design - $61,000
C11-63-02	RFP for Supply of Various Containers for Organic Waste Collection Demonstration Project	August 8	Schaefer System International Ltd. $96,661.00

Reference	Project Description	Closing Date	Status Award Information
TOE-02-50(M)	Stream restoration and landscaping at the former Rennie Street and Brampton Street Landfills	August 8	Aecon Construction $7,251,867.09
C7-07-02	Tender for the Supply, Delivery and Installation of Ice Floor Covering at Copps Coliseum	August 9	Innovative Area Products $150,000.00
C11-64-02	RFP for the Storage and Transfer of Compostable Materials for the Organics Collection Demonstration Project	August 9	Cancelled
C11-65-02	RFP for the Processing of Compostable Materials for the Organics Collection Demonstration Project	August 9	Compost Management Associates $45,000
C3-62-02	Tender for Bocce Storage Building - Eastdale & Memorial Parks	August 13	STF Construction - $139,677.00
C11-70-02	Tender for Installation of Safety Railing Surrounding North Aeration Tanks - Woodward Ave. Wastewater Treatment Plant	August 14	Jelco Construction $508,318.00
TOE-02-49(HW)	Watermain construction on Jones Road from Arvin Avenue to north of the South Service Road and road resurfacing on Jones Road from Barton Street to North of the South Service Road (City of Hamilton Ward 11)	August 20	Terracon Underground $610,067.36
C3-53-02	RFP for Advance Care Paramedic Training Program	August 22	Award Pending Ministry Approval
C3-67-02	RFP for Consultant Services Required to Renovate Hamilton Public Library – 55 York Blvd. – 6th Floor	August 23	Graff Architect Inc. $48,685.00
C6-04-02	Tender for Provision of a Service Provider for Enforcement of Municipal By-Laws	August 29	One Bid Received Under Review
TOE-02-25(HW)	Watermain replacement, road and sidewalk reconstruction on: Mahoney - Adeline to Parkdale, Adeline - Barton to Mahoney, Guelph - Goggin to Mahoney, Goggin - Adeline to Parkdale - (City of Hamilton Ward 4)	August 29	Dufferin Construction Company $1,034,655.76
TOE-02-42(HSW)	Road reconstruction, storm sewer construction, sanitary sewer repairs and watermain replacement on Wellington Street North from Cannon Street to Barton Street. (City of Hamilton Wards 2 and 3).	August 29.	Under Review

Reference	Project Description	Closing Date	Status Award Information
TOE-02-52(H)	Restoration of pavement, alleyway and sidewalk cuts, minor sidewalk and roadway repairs/replacement, contract deficiency corrections and various traffic duct installations for 2002.	August 29	Lafarge Construction $922,703.80
C9-05-02	RFP for the Supply, Configuration & Installation of Local Wide Area & Wide Area Networking Hardware, Software & Related Equipment for the Hamilton Police Service.	August 30	Under Review
C11-75-02	RFP for Curbside Communication Stickers for Waste Management	September 3	Under Review
TOE-02-46(HW)	Watermain replacement on Highland Road West from Second Road West to Carlson Street and asphalt resurfacing on Highland Road West from Glenhollow Drive to Carlson Street and Second Road West from Highland to North limits. (City of Hamilton Ward 9)	September 3	Under Review
C11-69-02	PART 2 – Tender for Rehabilitation of North Digester Complex, Digester Gas System with Electrical Upgrades at Woodward Avenue Treatment Plant.	September 5	Glover-Hill Inc. $4,558,200.00
TOE-02-45(HW)	Watermain replacement and asphalt resurfacing on Beaconsfield Drive from Upper Ottawa to Currie Street. (City of Hamilton Ward 6)	September 5	King Paving and Materials $421,742.64
C4-05-02	Tender for Supply and Delivery of External Print Services.	September 6	Under Review
C3-59-02	RFP for Consulting Services to Prepare a Forestry Management Plan.	September 9	Under Review
TOE-02-34(HSW)	Road and sidewalk reconstruction, watermain replacement and sewer repairs on Baker St. from Dundurn St. to West end, Hunt St. from Dundurn St. to Breadalbane Street, Lochearne Street from Dundurn St. to West end and on Sunset St. from Dundurn St. to Breadalbane St. (City of Hamilton Ward 1)	September 10	Elgin Construction o/a 969774 Ontario Limited $673,977.23
C3-70-02	Tender for Billy Sherring Park Sportsfield Development	September 10	Gateman Milloy Inc. - $618,233.08
C3-69-02	Tender for Construction of New Library – Stoney Creek City Hall	September 11	Under Review

Reference	Project Description	Closing Date	Status Award Information
C3-68-02	Tender for Supply & Delivery of Various Vehicles For Use By Hamilton Emergency Services Department	September 12	Under Review
C3-56-02	RFP for Pharmaceutical Services for the City of Hamilton's Emergency Services Division	September 13	Mediserve Pharmacy $172,036.22
C11-71-02	Tender for Sign and Sign Post Installation	September 18	Under Review
TOE-02-43(H)	Road and Shoulder Resurfacing on Fiddlers Green Road from Amberly Blvd. to Wilson Street W. (City of Hamilton Ward 12)	September 19	Lafarge Construction $663,935.00
C11-77-02	Tender for Annual Source (Stack) Testing for the City of Hamilton's Energy from Waste Facility SWARU	September 20	Under Review
C3-71-02	Tender for Renovations and Addition to Kiwanis Boys and Girls Club	September 23	Under Review
TOE-02-51(HW)	Proposed watermain replacement and road reconstruction on East 34th Street, from Macassa Avenue to Fennell Avenue East and on East 35th Street, from Brucedale Avenue to Queensdale Avenue.	September 24	Under Review
TOE-02-41(HSW)	Road and sidewalk reconstruction, watermain replacement and storm sewer construction on Walter Ave. N. from Britannia Ave. to Dunsmure Road, and on Dunsmure Road from Walter Ave. N. to Adeline Ave. (City of Hamilton Ward 4)	September 26	Under Review
C3-76-02	Tender for Roof Replacement at Huntington Park Recreation Centre, Hamilton, Ontario	September 26	Under Review
C3-74-02	RFP for Consultant Services Required to Develop Specifications for the Privatization of the Chedoke Winter Sports Park Operations	September 30	Under Review

AFFECTS
WARD 10

CITY OF HAMILTON

4.2

FINANCE AND CORPORATE SERVICES
Corporate Management Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	October 9, 2002	**Prepared by:**	William Young 546-2469

SUBJECT: **Request for a School Crossing Guard at the intersection of Highbury Drive and Whitedeer Road (FCS02119) (Ward 10)**

RECOMMENDATION:

That a School Crossing Guard be assigned to the intersection of Highbury Drive and Whitedeer Road, during the morning and evening crossing periods.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

A School Crossing Guard is required to assist children crossing the roadway at this location.

BACKGROUND:

Mr. Corrado Ciapanna, the Principal of St Marks Separate School, requested an investigation into the need for a School Crossing Guard at the intersection of Highbury Drive and Whitedeer Road.

Staff conducted studies at this intersection during both the morning and afternoon school crossing periods. During the morning there were 77 crossings of Whitedeer Road and 16 of Highbury Drive, while during the afternoon there were 71 crossings of Whitedeer Road and 13 crossings of Highbury Drive. During these studies the children were experiencing significant problems crossing the roadway as there were few, if any, safe gaps to allow safe crossings. Therefore, in accordance with the approved emergency procedure a School Crossing Guard was assigned to this intersection on 2002 September 16.

ANALYSIS OF ALTERNATIVES:

Allowing children to continue crossing unassisted at this location would not be a safe condition. The assignment of a School Crossing Guard is the most cost effective method to provide safe crossing for school aged children. Other higher forms of traffic control (ie. traffic signal, PPS) are not warranted.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The cost to assign a School Crossing Guard with morning and evening duty times is approximately $4000 per year, plus administrative costs. Funds have been allocated in the 2002 budget for an additional five (5) School Crossing Guard locations in 2002, with only two others having been approved by Council to date. Other than the two (2) pending locations (Winterberry Drive and Stoneywood Park and Highbury Drive and Whitedeer Road) no other locations are being considered by staff for School Crossing Guards at this time.

POLICIES AFFECTING PROPOSAL:

The recommendation is consistent with long-standing policy of assigning School Crossing Guards only to locations where there are documented safety concerns and/or children experience difficulties crossing public highways.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Mr. Corrado Ciapanna the Principal of St Marks Separate School.

CITY STRATEGIC COMMITMENT:

The assignment of a School Crossing Guard to assist children crossing at this location directly contributes to the health, well being and liveability of the community.

WY/

AFFECTS
WARD 10

CITY OF HAMILTON

4.3

FINANCE AND CORPORATE SERVICES
Corporate Management Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by**:	Joseph L. Rinaldo, General Manager
Date:	October, 9 2002	**Prepared by:**	William Young 546-2469

SUBJECT: **Request for a School Crossing Guard at the intersection of Winterberry Drive and Stoneywood Park Path (FCS02118) (Ward 10)**

RECOMMENDATION:

That a School Crossing Guard be assigned to the intersection of Winterbury Drive and Stoneywood Park Path, during the morning and evening crossing periods.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

A School Crossing Guard is required to assist children crossing the roadway at this location.

BACKGROUND:

Ms. Valeri Stephens-Brockbank Principal of Janet Lee Public School requested an investigation into the need for a School Crossing Guard at the intersection of Winterbury and Stoneywood Park.

Staff conducted studies at this intersection during both the morning and afternoon school crossing periods. During the morning there were 50 crossings of Winterbury and no crossings of Stoneywood Park Path, while during the afternoon there were 49 crossings of Winterbury and no crossings of Stoneywood Park Path. During these studies the children were experiencing significant problems crossing the roadway as there were few, if any, safe gaps to allow safe crossings. Therefore, in accordance with the approved emergency procedure a School Crossing Guard was assigned to this intersection on 2002 September 16.

ANALYSIS OF ALTERNATIVES:

Allowing children to continue crossing unassisted at this location would not be a safe condition. The assignment of a School Crossing Guard is the most cost effective method to provide safe crossing for school aged children. Other higher forms of traffic control (ie. traffic signal, PPS) are not warranted.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The cost to assign a School Crossing Guard with morning and evening duty times is approximately $4000 per year, plus administrative costs. Funds have been allocated in the 2002 budget for an additional five(5) School Crossing Guard locations in 2002, with only two (2) having been approved and assigned by Council to date. Other than the two (2) pending locations (Highbury Drive and Whitedeer Road and Winterberry Drive and Stoneywood Park), no other locations are being considered by staff for School Crossing Guards at this time

POLICIES AFFECTING PROPOSAL:

The recommendation is consistent with long-standing policy of assigning school crossing guards only to locations where there are documented safety concerns and/or children experience difficulties crossing public highways.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Ms. Valeri Stephens-Brockbank Principal of Janet Lee Public School.

CITY STRATEGIC COMMITMENT:

The assignment of a school crossing guard to assist children crossing at this location directly contributes to the health, well being and liveability of the community.

WY/

AFFECTS
WARD 14

CITY OF HAMILTON

4.4

PLANNING AND DEVELOPMENT DEPARTMENT
Development Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 ZAR-02-68	**Prepared by:**	Jason Thompson (905) 546-3933

SUBJECT: **Removal of Holding Symbol for Lands Located at 1430 –1472, 2nd Concession Road West, Applicants - Copetown Woods Golf Club Inc. and Hydro One Networks Inc., (PD02212) (Ward 14)**

RECOMMENDATION:

That approval be given to **Zoning Application ZAR-02-68, Copetown Woods Golf Club Inc. and Hydro One Networks Inc., owners**, for removal of the Holding provision for lands zoned Recreational Open Space Holding Zone 'O3-8 (H)', to permit the development of a golf course for lands located at 1430 –1472, 2nd Concession Road West (former Town of Flamborough), as shown as Appendix "A" to Report PD02212 on the following basis:

(a) That the By-law, marked as Appendix "B" and "C", to remove the Holding 'H' provision from lands located at 1430 – 1472 2nd Concession Road West (former Town of Flamborough), which has been prepared in a form satisfactory to Corporate Counsel, be enacted by Council;

(b) That Schedule "A-25" of Zoning By-law No. 90-145-Z (Flamborough) be amended by marking the lands, shown on Appendix "A", as Recreational Open Space "O3-8"; and,

(c) That the proposed change in zoning is in conformity with the Hamilton-Wentworth Official Plan and the Flamborough Official Plan.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The applicant has applied for a Minor Zoning By-law Amendment to permit the removal of the Holding provision "H" from the Recreational Open Space Holding Zone O3-8 (H) for the subject lands, which are municipally located at 1430 – 1472, 2nd Concession West (former Town of Flamborough), on the south side of 2nd Concession Road West and west of Copetown Road Avenue, in order to permit the development of a golf course.

The Ontario Municipal Board approved Official Plan Amendment No. 48 to the Flamborough Official Plan to permit the golf course and a site-specific Zoning By-law Amendment to By-law 90-145-Z on November 9, 2001 (Board Order No.1833) for the subject lands. The site-specific Zoning By-law Amendment included a Holding provision for the subject lands. The Holding provision was attached to ensure that the applicant enters into a Site Plan Agreement. Final Site Plan approval was granted on October 1, 2002 and is to be registered on title. Therefore, the amending By-law to remove the holding provision can proceed to Council for consideration.

The proposal conforms to the policies of the Hamilton-Wentworth Official Plan and is considered to fall within the parameters of the Provincial Policy Statement.

The proposal conforms to the Flamborough Official Plan and Zoning By-law No. 90-145-Z, as amended.

Based on the above, the zoning amendment application for the removal of the Holding symbol provision can be supported.

BACKGROUND:

Proposal

The applicant has applied for a Minor Zoning By-law Amendment to permit the removal of the Holding provision "H" from the Recreational Open Space Holding Zone "O3-8 (H)" for the subject lands, which are municipally located at 1430 – 1472, 2nd Concession West (former Town of Flamborough), on the south side of 2nd Concession Road West and west of Highway No. 52, in order to permit the development of a golf course.

The Ontario Municipal Board approved Official Plan Amendment No. 48 to the Flamborough Official Plan, which redesignated the subject lands to "Open Space and Recreational" and a site-specific Zoning By-law Amendment to By-law 90-145-Z on November 9, 2001. The site-specific Zoning By-law Amendment included a Holding provision for the subject lands.

Details of Submitted Application

Owners: Copetown Woods Golf Club Inc. and Hydro One Networks Inc.

Agent: Ed Fothergill

Description: A proposed golf course and associated buildings

ANALYSIS OF ALTERNATIVES:

Should this application not be approved, the applicant will not be able to proceed with the development of any of the buildings for the golf course, as envisioned by way of the Ontario Municipal Board (OMB) decision.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial - No implications on financial resulting.

Staffing - No implications on staffing resulting.

Legal - Council approval of a By-law Amendment, to remove the Holding symbol, is required under the Planning Act. A Public Hearing is not required, however, notice of the intent to pass the By-law must be given.

POLICIES AFFECTING PROPOSAL:

- Provincial Policy Statement

  The proposal is considered to fall within the parameters of the Provincial Policy Statement.

- Hamilton-Wentworth Official Plan (2002)

  The subject property is designated as Rural Area/Prime Agricultural Lands within the Hamilton-Wentworth Official Plan (2000). As well, portions of the property contain an identified Environmentally Sensitive Area (ESA No. 36 – Copetown Woods) and Provincially Significant Wetland (PSW). As the 'H' provision was put in place as a development control tool to ensure a Site Plan Agreement was entered into between the applicant and the former Town of Flamborough, so as to mitigate any impacts on the ESA and PSW, the application does not conflict with the policies of the Hamilton-Wentworth Official Plan.

- Flamborough Official Plan

  The proposal conforms to the Flamborough Official Plan, as the subject lands are designated as Open Space and Recreation – Site Specific Area No. 48.

- Flamborough Zoning By-law No. 90-145-Z

  The proposal conforms to Zoning By-law No. 90-145-Z as it proposes to remove the Holding symbol from the subject lands, which are zoned Recreational Open Space Holding Zone "O3-8 (H)".

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Limited circulation of the application to departments and agencies was undertaken, wherein the comments received indicated that there were no concerns or objections to the removal of the Holding 'H' provision. To ensure that the development proceeds as approved by the OMB, it is recommended that Council pass the Zoning By-law Amendment only after the Site Plan Agreement is registered on title.

CITY STRATEGIC COMMITMENT:

The proposal will provide the opportunity for development in a designated Open Space and Recreational area, which is consistent with the goals for sustainable development. Approval of the application would not result in any negative health, social, environmental or economic impacts.

COMMENTS:

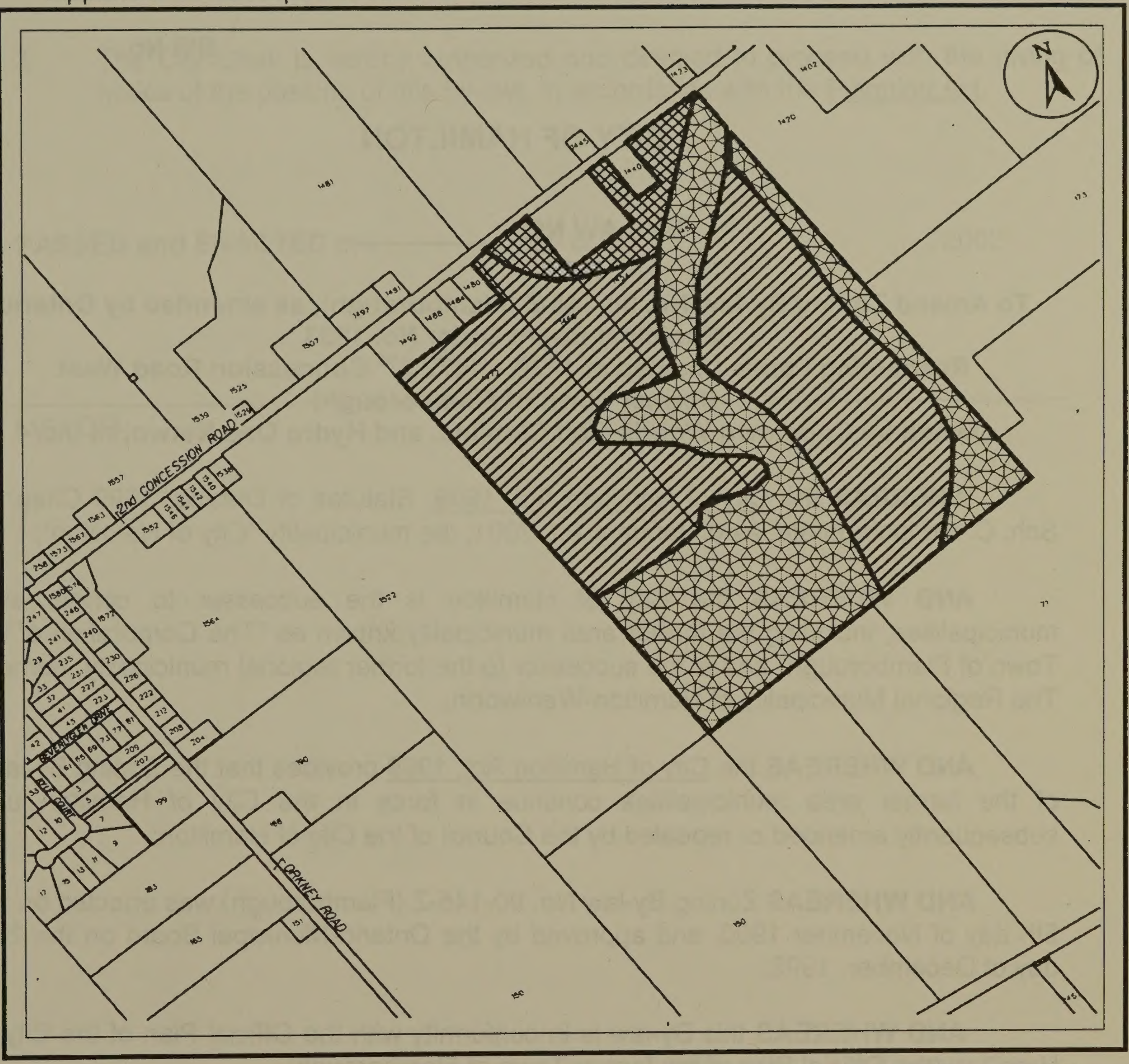
The lands are designated as Open Space and Recreation – Site Specific Area No. 48 in the Flamborough Official Plan and zoned Recreational Open Space Holding Zone O3-8 (H) in Zoning By-law No. 90-145-Z, as amended. The proposal to remove the Holding provision will permit the development of a golf course and associated buildings. The removal of the Holding provision is required prior to the development of the subject lands.

CONCLUSION:

Based on the above, the zoning amendment application for the removal of the holding symbol provision can be supported.

:JT
Attachs. (3)

Appendix “A” to Report PD02212


N
2nd CONCESSION ROAD
ORKNEY ROAD
BEVERLY(?) DRIVE
1481
1470
1402
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1480
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1525
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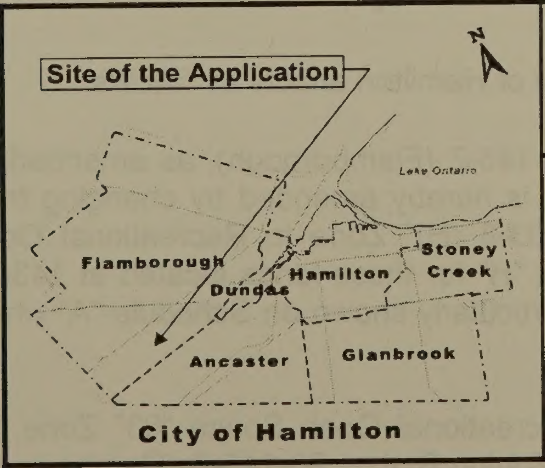

Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

Subject Property

▨ **Change in zoning to remove the Holding ‘H’ Provision from the Recreational Open Space ‘OS-8(H) Zone at 1430 -1472 2nd Concession Rd. W**

▦ **Lands to Remain “CM” Conservation Management**

▩ **Lands to Remain “A” Agricultural**

Hamilton

Filename/number
ZAR-02-68

Date
October 16, 2002

Technician:
NM

Map Not to Scale

Appendix "A"

Authority: Item , Hearings Sub-Committee
Report
CM:

Bill No.

CITY OF HAMILTON

BY-LAW NO. __________

To Amend Zoning By-law No. 90-145-Z (Flamborough), as amended by Ontario Municipal Board Order No. 1833 Respecting Lands Located at 1430 – 1472 2nd Concession Road West (former Town of Flamborough) Owned by Copetown Woods Golf Club Inc. and Hydro One Networks Inc.

WHEREAS the City of Hamilton Act. 1999, Statutes of Ontario, 1999 Chap.14, Sch. C. did incorporate, as of January 1st, 2001, the municipality “City of Hamilton”;

AND WHEREAS the City of Hamilton is the successor to certain area municipalities, including the former area municipality known as "The Corporation of the Town of Flamborough" and is the successor to the former regional municipality, namely, The Regional Municipality of Hamilton-Wentworth;

AND WHEREAS the City of Hamilton Act, 1999 provides that the Zoning By-laws of the former area municipalities continue in force in the City of Hamilton until subsequently amended or repealed by the Council of the City of Hamilton;

AND WHEREAS Zoning By-law No. 90-145-Z (Flamborough) was enacted on the 5th day of November 1990, and approved by the Ontario Municipal Board on the 21st day of December, 1992;

AND WHEREAS this By-law is in conformity with the Official Plan of the City of Hamilton (the Official Plan of the former Town of Flamborough).

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. Schedule “A-25” of Zoning By-law No. 90-145-Z (Flamborough), as amended by Ontario Municipal Board Order No. 1833, is hereby amended by changing from the Recreational Open Space Holding “03-8 (H)” Zone to Recreational Open Space “03-8” Zone by removing the suffix “H” for those lands located at 1430 – 1472 2nd Concession Road West more particularly shown on Schedule “A” which forms part of this By-law.

2. All other regulations of Section 26 – Recreational Open Space “03” Zone, as amended and the General Provisions of Zoning By-law 90-145-Z (Flamborough) shall continue to apply.

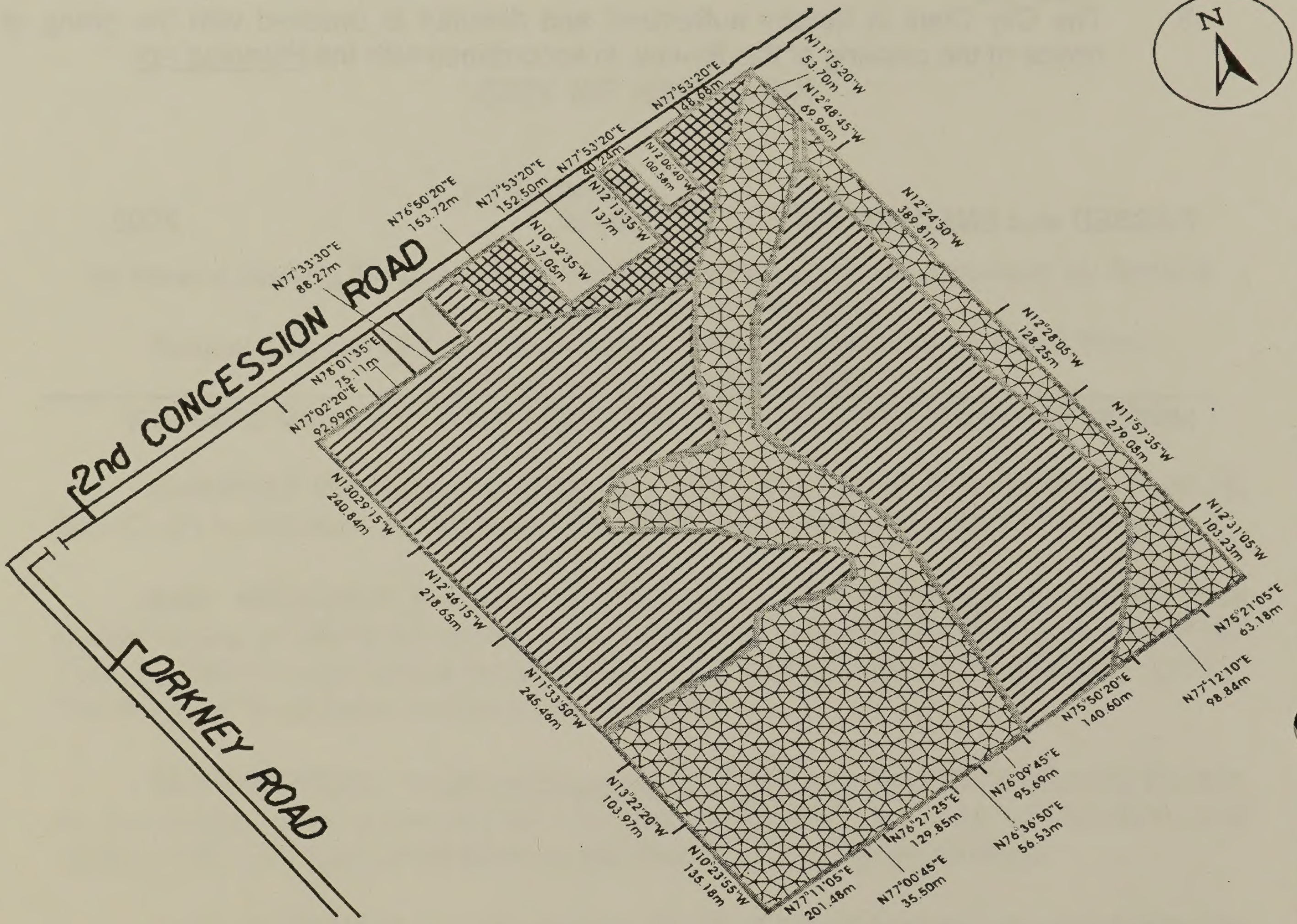
3. The City Clerk is hereby authorized and directed to proceed with the giving of notice of the passing of this By-law, in accordance with the Planning Act.

PASSED and ENACTED this day of , 2002 .

MAYOR

CLERK

Appendix “C” to Report PD02212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2nd CONCESSION ROAD
ORKNEY ROAD
N77°33'30"E 88.27m
N76°50'20"E 153.72m
N77°53'20"E 152.50m
N77°53'20"E 40.24m
N77°53'20"E 48.66m
N11°15'20"W 53.70m
N12°48'45"W 69.96m
N12°06'40"W 100.58m
N12°13'35"W 137m
N10°32'35"W 137.05m
N78°01'35"E 75.11m
N77°02'20"E 92.99m
N12°24'50"W 389.81m
N12°28'05"W 128.25m
N11°57'35"W 279.08m
N12°31'05"W 103.23m
N75°21'05"E 63.18m
N77°12'10"E 98.84m
N75°50'20"E 140.60m
N76°09'45"E 95.69m
N76°36'50"E 56.53m
N76°27'25"E 129.85m
N77°00'45"E 35.50m
N77°11'05"E 201.48m
N10°23'55"W 135.18m
N13°22'20"W 103.97m
N11°33'50"W 245.46m
N12°46'15"W 218.65m
N13029'15"W 240.84m

This is Schedule "A" to By-Law No. 02 –................

Passed the ....day of .... 2002.

Clerk

Mayor

Schedule "A"

Map Forming Part of
By–Law No. 02–____

to Amend By–Law No. 90-145-Z

Hamilton

Planning and Development Department

Legend

▨ Change in zoning to remove the Holding 'H' Provision from the Recreational Open Space 'OS-8(H) Zone at 1430 -1472 2nd Concession Rd. W

▦ Lands to Remain "CM" Conservation Management

▩ Lands to Remain "A" Agricultural

North

Scale
NOT TO SCALE

Reference File No
ZAR-02-68

Date
October 17, 2002

Drawn By
NM

AFFECTS
WARD 3

CITY OF HAMILTON

4.5

PLANNING AND DEVELOPMENT DEPARTMENT
Building and Licensing Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by**:	Lee Ann Coveyduck General Manager
Date:	October 18, 2002	**Prepared by:**	Frank Peter (905) 546-2781
File:	02 189120		

SUBJECT: Demolition Permit – 25 Wentworth Street South (PD02218) (Ward 3)

RECOMMENDATION:

That the Director of Building and Licensing be authorized and directed to issue a demolition permit for 25 Wentworth Street South in accordance with By-Law 74-209 pursuant to Section 33 of The Planning Act as amended.

Lee Ann Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The owner proposes to demolish the existing two family dwelling and leave the lands vacant at this time.

BACKGROUND:

PRESENT ZONING:	H (Map E-22)
PRESENT USE:	Two Family Dwelling
PROPOSED USE:	Vacant Land
BRIEF DESCRIPTION:	The owner is proposing to demolish the existing legally established non-conforming two family dwelling and leave the lands vacant at this time. These lands are in the Gibson neighbourhood and are located in Ward 3. Please see attached location map shown as Attachment A to Report PD02218.

No LACAC interest. Lot size 8.15m x 23.77m

The owner of the property, as per the demolition permit application is:

Thu Nguyen
856 Upper James Street #20294
Hamilton, ON L9C 7M8

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – N/A

Staffing – N/A

Legal – N/A

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

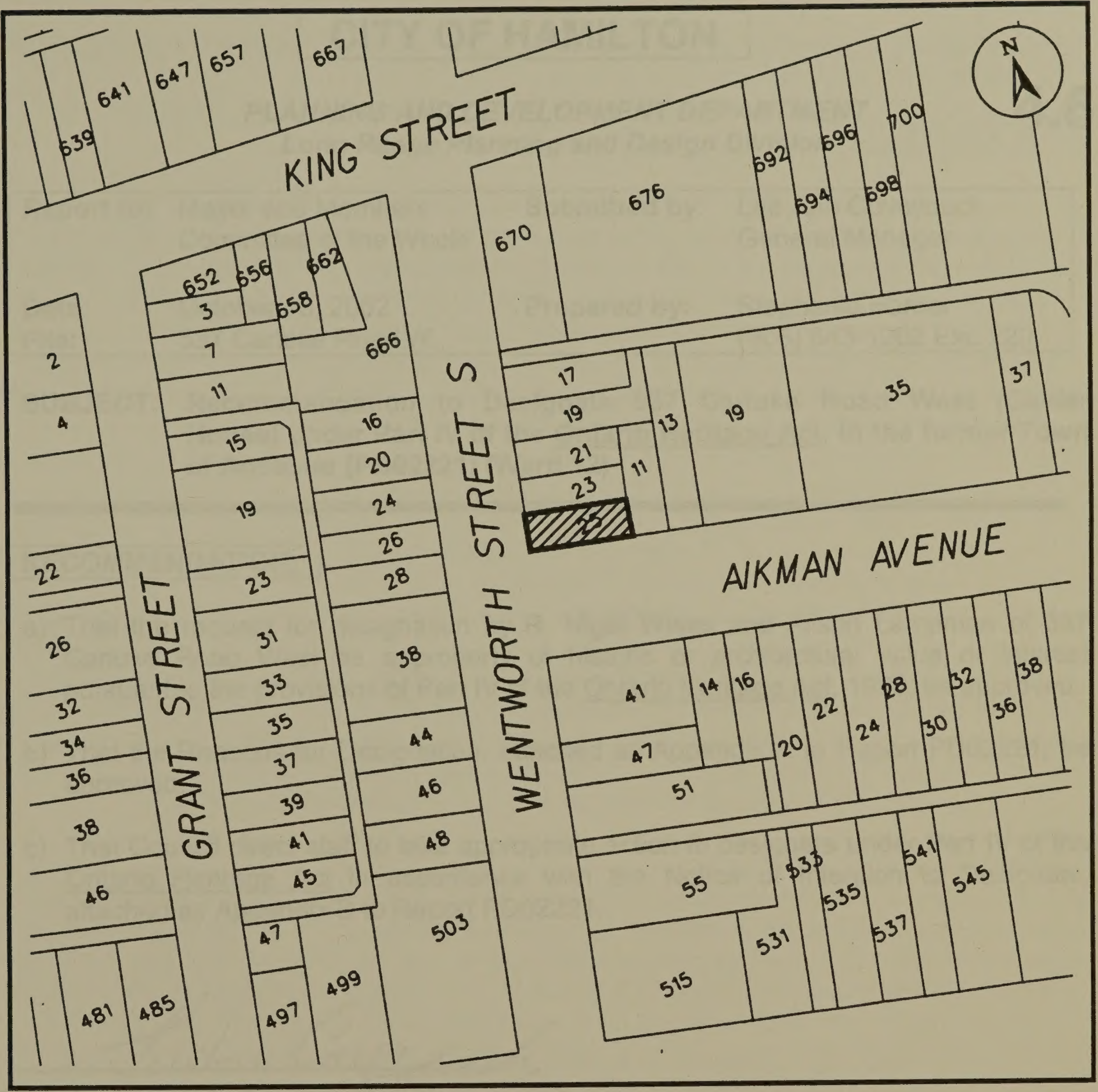
N/A

CITY STRATEGIC COMMITMENT:

This property is not listed on the City's inventory list as being of interest to the Local Architectural Conservation Advisory Committee (L.A.C.A.C.), therefore, there are no issues with heritage preservation.

FP
Attach. (1)

Attachment A to Report Pd02218


KING STREET
WENTWORTH STREET S
GRANT STREET
AIKMAN AVENUE
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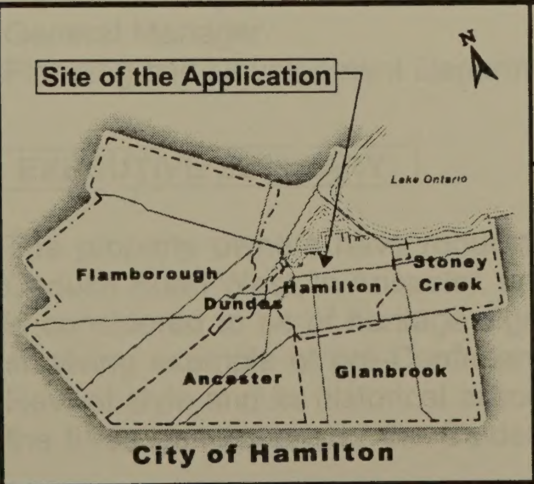

N
Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
25 Wentworth Street South

Hamilton

Filename/number
PD 02218

Date
October 17, 2002

Technician:
MC

Map Not to Scale

Appendix "A"

AFFECTS
WARD 12

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

4.6

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 537 Carluke Road W.	**Prepared by:**	Stephanie Barber (905) 643-1262 Ext. 220

SUBJECT: **Recommendation to Designate 537 Carluke Road West (Calder House) under Part IV of the Ontario Heritage Act, in the former Town of Ancaster (PD02221) (Ward 12)**

RECOMMENDATION:

a) That the request for designation by R. Nigel Wales and Alison Lampman of 537 Carluke Road West as a property of historic or architectural value or interest pursuant to the provisions of Part IV of the Ontario Heritage Act, 1990, be approved.

b) That the Reasons for Designation, attached as Appendix A to Report PD02221, be approved.

c) That Council direct staff to take appropriate action to designate under Part IV of the Ontario Heritage Act in accordance with the Notice of Intention to Designate, attached as Appendix B to Report PD02221.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The property owners have requested designation of the *Calder House* located at 537 Carluke Road West, in Ancaster, under Part IV of the Ontario Heritage Act. The structure is considered to be of heritage significance, notably for its architectural value as a rare surviving example of pre-Confederation, rural, stone construction in the Ontario Gothic Revival style and its historical association with the Calder family of Ancaster, specifically the three generations of the Calder family (James A. Calder, John Bernard Calder and

Adam Butter Calder) who lived and farmed on this Ancaster property for approximately 130 years, from 1842 to 1969.

BACKGROUND:

In September 2000, Nigel Wales and Alison Lampman, property owners, made a request to the former Town of Ancaster Council to designate 537 Carluke Road West (Calder House) under Part IV of the Ontario Heritage Act, see location map Appendix C and copy of letter Appendix D attached. The request was not dealt with at that time given the prospect of imminent amalgamation. Following the establishment of a new City of Hamilton LACAC in May 2001 LACAC was advised of this request at its meeting on August 16, 2001. The Committee supported the request in principle and directed staff to undertake a heritage assessment of the property.

Heritage attributes:

Physical context

The *Calder House* is located within the rural settlement of Carluke, in the south of the former Town of Ancaster on Lot 37, Concession 6. The farmhouse is situated on a rise of land and set back from Carluke Road West. Carluke Road West is the southernmost through road of the former municipality and links Glancaster Road in the east with Sawmill Road in the west. The farmhouse, approached by a slightly curved driveway, is surrounded by mature deciduous and coniferous trees and a row of tall pines borders the west side of the property. There is a decorative wrought iron fence bordering the south and east sides of the house. The remaining 96 acres of the property comprise active farmland. Photographs and historic map are attached as Appendix E.

Historical context of the area

The former Town of Ancaster area was established as a Euro-Canadian settlement area as early as 1789 when a number of families squatted in the area and started land clearance. In 1793 the first survey of Ancaster was undertaken and laid out in the “single front system” comprising 200 acre lots, 440 yards in width by one and a quarter miles in depth. The lots, bounded by Concession roads to the north and south, were broken by side roads every sixth lot west of Fiddlers Green Road. The *Calder House* occupies the western lot of six lots (Lots 37 to 42) between Shaver Road and Fiddler’s Green Road.

Original Crown grants of land (Lots 37 and 38) were given to Sarah Smith in 1797. Ownership of the lots then passed to Thomas Mercer Jones (1832-34) and William Brooks Hing (1834-42). In 1842 brothers James A. Calder and Robert Calder purchased the two, 200 acre lots and divided the north-south lots into four equal parcels of 100 acres, oriented east west. The lots were then allocated to members of the Calder family as follows:

- The northern corner lot, (bounded by Butter Road to the north and Shaver Road to the west), to John Calder;
- The north centre lot, (with frontage on Shaver Road), to Thomas Calder;

- The south centre lot, (also with frontage on Shaver Road), to Robert Calder; and,

- The southern corner lot, (bounded by Shaver Road to the west and Carluke Road West) to the south, to James A. Calder. (This property is the subject of the requested designation).

The *Calder House* is located in an area historically referred to as "The Scotch Block", with many of the settlers in this southern portion of Ancaster originating from Scotland with Presbyterian affiliation. In Scotland Calder ancestry is traced back to Bernard Keddar who in the early 1600s acquired farmland near Carluke, Scotland. The family name *Keddar* evolved to the present usage of *Calder*. Bernard Keddar's great, great, great-grandson, John Calder was to become the "Father" of the Calders of Carluke. John's sons Robert and Bernard, were the first of the family to emigrate, first settling in Scarborough Township in 1840 and then being joined by their parents in 1841. By 1842, the remainder of the family arrived from Scotland including James A. Calder and all moved to Ancaster Township. Since the 1840s the Calders have played a prominent role in the community life of both Carluke and Ancaster.

The historical development, use and occupation of the Calder House (537 Carluke Road West)

The purchase of the southern quarters of lots 37 and 38 in July 1842, by James A. Calder (1809-1875) was not immediately followed by farmhouse construction. James Calder's first house was constructed in 1858 (521 Carluke Road West) where he served as Carluke's first postmaster and the house served as a post office until 1908.

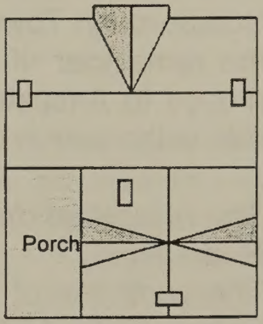
Upon his marriage to Elizabeth Slops in 1866 James A. Calder subsequently constructed the stone house, the subject of this designation. James A. Calder's activities in Ancaster and Carluke centred largely on farming and municipal life. He served as a councillor on Ancaster's first Council, then as Deputy Reeve (1851-53) and finally Reeve from 1860 to 65. As Carluke's first postmaster he served until his death in 1875, reputedly killed by a bull.

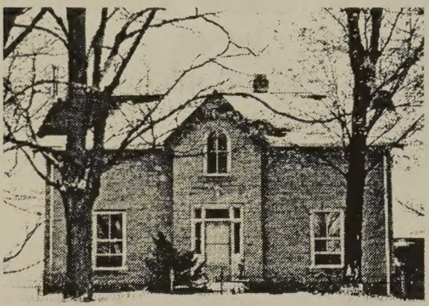
Following James Calder's death, his nephew John Bernard, took possession of the house and land. John Calder later married Margaret Butter in 1888 and took up residence in the stone farmhouse. John Calder was also very active in the community and served as a councillor on both Ancaster Township and Wentworth County Councils, and as Justice of the Peace. John Calder also participated in interests further afield including holding the position of President of the Caledonia Milling Company and a Directorship in the Brantford Turne Company. John Calder also served as Carluke's postmaster from 1875 until 1908, when rural free mail delivery was established. Calder and his wife, Margaret and their daughters moved to Hamilton in 1926, leaving the farm to their two sons, Adam and Frances. John Calder died in 1933 and wife Margaret in 1935.

John Calder's second son, Adam Butter Calder, continued to live in the farmhouse and carried on the family's farming tradition. Adam Calder also served as an Ancaster Township Councillor, as well as a church and Sunday school worker. Calder was also a noted Guernsey cattle breeder with one of his cattle claiming top prize at an English Royal Show. Adam lived on the farm until 1969 when he sold the home and moved into the smaller 1858 Calder house (521 Carluke Road West) that originally served as the post office.

Historic value
The historic value of this house is attributed to its early association with agricultural settlement in the Scotch Block of Ancaster and specifically the three generations of the Calder family (James A. Calder, John Bernard Calder and Adam Butter Calder) who lived and farmed on this Ancaster property for approximately 130 years, from 1842 to 1969. Members of the Calder family also played prominent roles in local community life, serving on Township and County Councils and as Carluke postmasters.

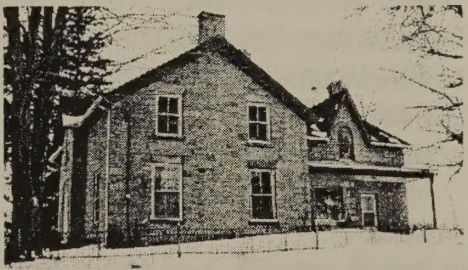
Architecture
Constructed in 1866 of cut, rock-faced stone with quoins, the *Calder House* is an example of rural Ontario Gothic Revival architecture. The Ontario Gothic Revival in domestic residential building is typified by a centre-gable, with the principal building mass often possessing a 'tail' to the rear with its own central gable and a second porch. The Calder House is one and one-half stories and has an L-shape, centre-hall plan with a side gable roof (see right). Brick chimneys are located at the east, west and north gable ends. The Calder House possesses other character-defining features of the Ontario Gothic Revival such as decorative vergeboard.





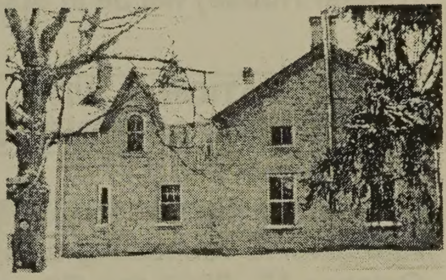
Front (South) Façade
The front façade comprises a symmetrical arrangement of three bays with an entranceway located in a slightly projecting central bay. The central front gable contains a round-headed window with 2/2 sashes, tooled stone sill, voussoirs, keystone and decorative vergeboard. There are rectangular windows with 2/2 pane sashes on either side of the door. The doorway has sidelights, tri-part transom and a tooled stone lintel. The stonework on the south elevation is regularly coursed.

Side (East) Elevation
The east façade comprises the principal building mass and the tail. The coursing of the stone is slightly irregular on this elevation. Two rectangular windows on the lower storey and two on the upper storey distinguish the east façade of the principal building. Most have 2/2 pane sashes and stone sills and lintels The tail elevation features a rounded-headed window in the centre gable with 2/2 sashes, tooled stone, sills and voussoirs. The gable has a decorative vergeboard. The first floor contains an entranceway flanked to the south by a single sash window with transom. A prominent feature on this façade is a verandah with

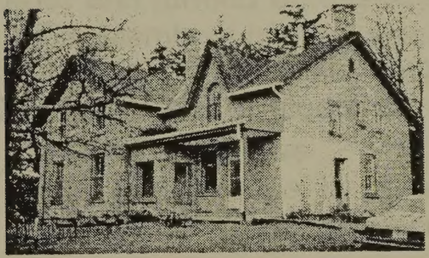


a pent roof supported by a simple square post. A one-storey enclosed room is incorporated into the verandah and has one rectangular 1/1 sash light and a square single pane light. The basement windows have stone voussoirs with keystones.

Side (West) Elevation



The west façade comprises the principal building mass and the tail. Stonework is irregularly coursed on this elevation. Two rectangular windows on the lower storey and two on the upper storey distinguish the west façade of the principal building. Most have 2/2 pane sashes and stone sills and lintels. The tail elevation features a rounded-headed window in the centre gable with 2/2 sashes, tooled stone, sills and voussoirs. The gable has a decorative vergeboard. The lower floor contains two rectangular windows: a narrow opening with 2/2 pane sashes and a window comprising 6/1 pane sashes. The basement windows on this elevation have stone voussoirs with keystones.



Rear (North) Elevation

The stonework in the rear elevation of the tail is irregularly coursed. On the lower floor this elevation features a deeply recessed entrance and one segmentally arched window with stone voussoirs, stone sill and 6/6 pane sashes. Three smaller windows are located above with a small pointed arch vent located immediately below the gable vertex.

Architectural value

The *Calder House* is of architectural value as a rare surviving example of pre-Confederation, rural, stone construction in the Ontario Gothic Revival style.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – Not applicable.

Staffing – Not applicable.

Legal – The designation process will follow the requirements of the Ontario Heritage Act and provide for adequate notice of Council's intention to designate the property to the owner and the Ontario Heritage Foundation. Formal objections may be made under the Ontario Heritage Act and heard before the Conservation Review Board and prior to Council approving the designating by-law.

POLICIES AFFECTING PROPOSAL:

Official Plan policies of the former Town of Ancaster support the conservation, protection and management of cultural heritage features. Designation of 537 Carluke Road West (*Calder House*) will be in accordance with these policies.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Pursuant to Subsection 29(2) of the Ontario Heritage Act Council is required to consult with LACAC respecting designation of property under Subsection (1). At its meeting of October 17, 2002 the City of Hamilton LACAC considered this request for designation together with the staff report. LACAC recommended that Council designate the subject property and that staff be directed to take appropriate action in this regard.

CITY STRATEGIC COMMITMENT:

The designation of 537 Carluke Road West (*Calder House*) will help to protect and enhance a valuable heritage resource and will therefore contribute to the Vision 2020 goal of preserving the City's built and natural heritage.

:SB
Attachs. (5)

537 Carluke Road West
The Calder House
(Former Town of Ancaster)

REASONS FOR DESIGNATION

Historic Value

The historic value of this house is attributed to its early association with agricultural settlement in the Scotch Block of Ancaster and specifically the three generations of the Calder family (James A. Calder, John Bernard Calder and Adam Butter Calder) who lived and farmed on this Ancaster property for approximately 130 years, from 1842 to 1969. Members of the Calder family also played prominent roles in local community life, serving in Township and County Councils and as Carluke postmasters.

Architectural Value

The *Calder House* is of architectural value as a rare surviving example of pre-Confederation, rural, stone construction in the Ontario Gothic Revival style.

Constructed in 1866 of cut, rock-faced stone with quoins, the *Calder House* is an example of rural Ontario Gothic Revival architecture. The Ontario Gothic Revival in domestic residential building is typified by a centre-gable, with the principal building mass often possessing a 'tail' to the rear with its own central gable and a second porch. The Calder House is one and one- half stories and has an L-shape, centre-hall plan with a side gable roof (see right). Brick chimneys are located at the east, west and north gable ends. The Calder House possesses other character-defining features of the Ontario Gothic Revival such as decorative vergeboard.

The Reasons for Designation apply to all elevations and the roof including all facades, entranceways, porches, windows and chimneys, together with construction materials of stone, brick, wood and glazing, and building techniques as follows:

Front (South) Façade

The front façade comprises a symmetrical arrangement of three bays with an entranceway located in a slightly projecting central bay. The central front gable contains a round-headed window with 2/2 sashes, tooled stone sill, voussoirs, keystone and decorative vergeboard. There are rectangular windows with 2/2 pane sashes on either side of the door. The doorway has sidelights, tri-part transom and a tooled stone lintel. The stonework on the south elevation is regularly coursed.

Side (East) Elevation

The east façade comprises the principal building mass and the tail. The coursing of the stone is slightly irregular on this elevation. Two rectangular windows on the lower storey and two on the upper storey distinguish the east façade of the principal building. Most have 2/2 pane sashes and stone sills and lintels. The tail elevation features a rounded-headed window in the centre gable with 2/2 sashes, tooled stone, sills and voussoirs. The gable has a decorative vergeboard. The first floor contains an entranceway flanked to the south by a single sash window with transom. A prominent feature on this façade is a verandah with a pent roof supported by a simple square post. A one-storey enclosed room is incorporated into the verandah and has one rectangular 1/1 sash light and a square single pane light. The basement windows have stone voussoirs with keystones.

Side (West) Elevation

The west façade comprises the principal building mass and the tail. Stonework is irregularly coursed on this elevation. Two rectangular windows on the lower storey and two on the upper storey distinguish the west façade of the principal building. Most have 2/2 pane sashes and stone sills and lintels. The tail elevation features a rounded-headed window in the centre gable with 2/2 sashes, tooled stone, sills and voussoirs. The gable has a decorative vergeboard. The lower floor contains two rectangular windows: a narrow opening with 2/2 pane sashes and a window comprising 6/1 pane sashes. The basement windows on this elevation have stone voussoirs with keystones.

Rear (North) Elevation

The stonework in the rear elevation of the tail is irregularly coursed. On the lower floor this elevation features a deeply recessed entrance and one segmentally arched window with stone voussoirs, stone sill and 6/6 pane sashes. Three smaller windows are located above with a small pointed arch vent located immediately below the gable vertex.

CITY OF HAMILTON

NOTICE OF INTENTION TO DESIGNATE

537 Carluke Road West (Former Town of Ancaster) City of Hamilton

IN THE MATTER OF THE ONTARIO HERITAGE ACT and the property in the former Town of Ancaster, now the City of Hamilton known municipally as 537 Carluke Road West.

NOTICE IS HEREBY GIVEN that the City of Hamilton intends to designate this property as being a property of historic or architectural value. The *Calder House* is of historic value due to its association with agricultural settlement in the Scotch Block of Ancaster and specifically the three generations of the Calder family (James A. Calder, John Bernard Calder and Adam Butter Calder) who lived and farmed on this Ancaster property for approximately 130 years, from 1842 to 1969. Members of the Calder family also played prominent roles in local community life, serving in Township and County Councils and as Carluke postmasters.

The *Calder House,* (1866), is of architectural value as a rare surviving example of pre-Confederation, rural, stone construction in the Ontario Gothic Revival style.

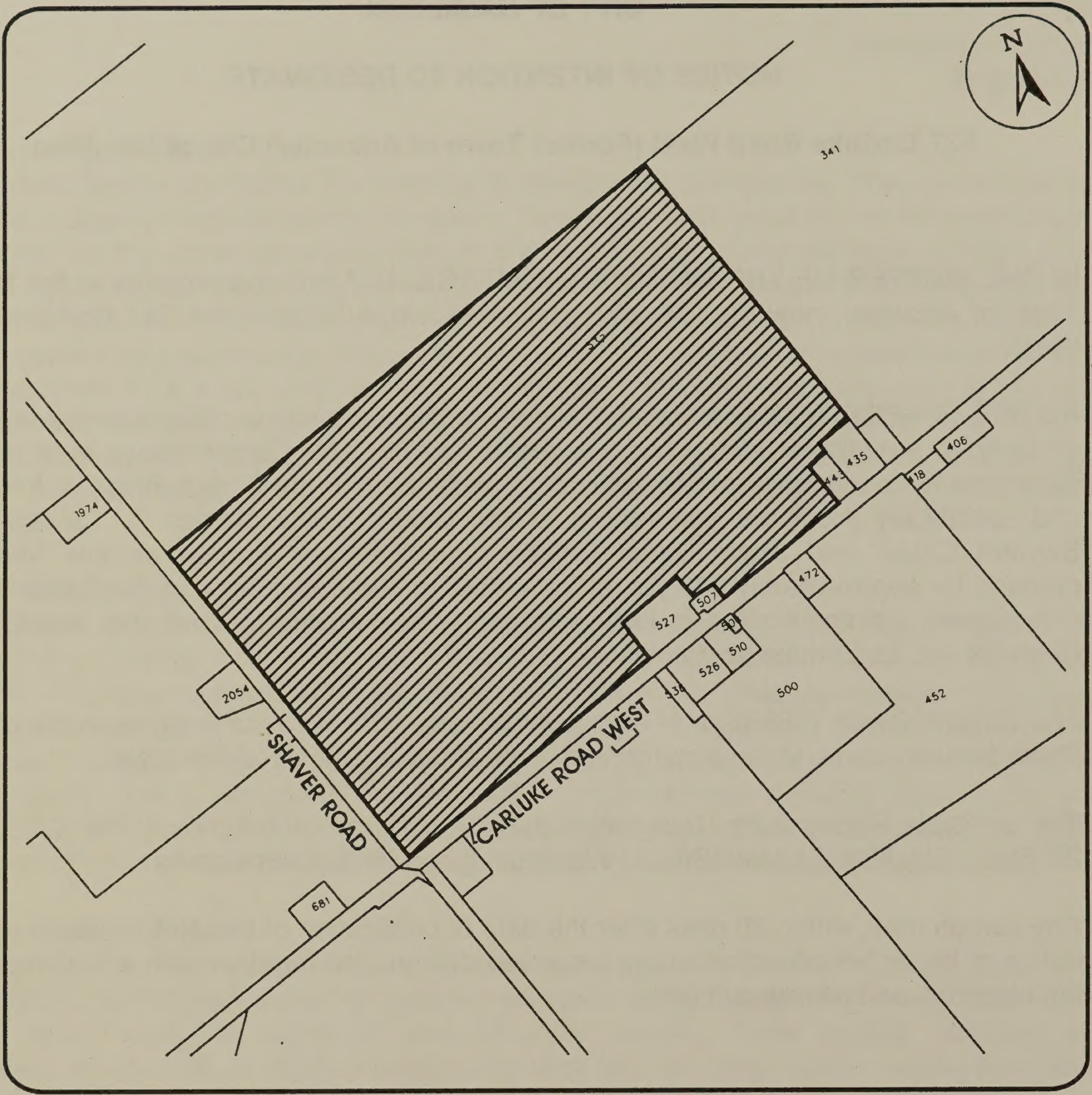
The complete Reasons for Designation may be viewed in the Office of the City Clerk, 2nd Floor, City Hall, 71 Main Street West, during regular business hours.

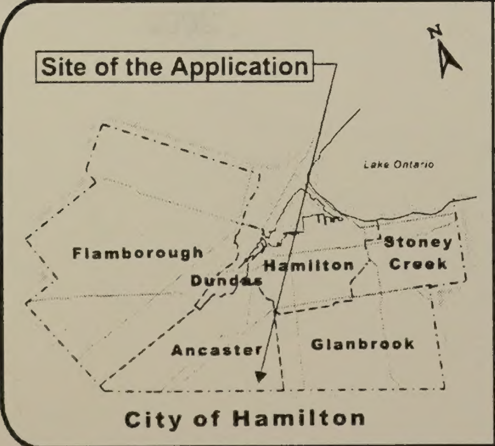
Any person may, within 30 days after the date of publication of this Notice, serve written notice of his or her objection to the proposed designation together with a statement for the objection and all relevant facts.

Dated at Hamilton, this day of , 2002.

K. Christenson
City Clerk
Hamilton, Ontario

Appendix C to Report PD02221
COW
November 5, 2002


N
341
315
1974
2054
SHAVER ROAD
CARLUKE ROAD WEST
681
527
507
504
510
526
536
500
452
472
443
435
418
406


N
Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
537 Carluke Road West

Filename/number
537 Carluke Rd.W.

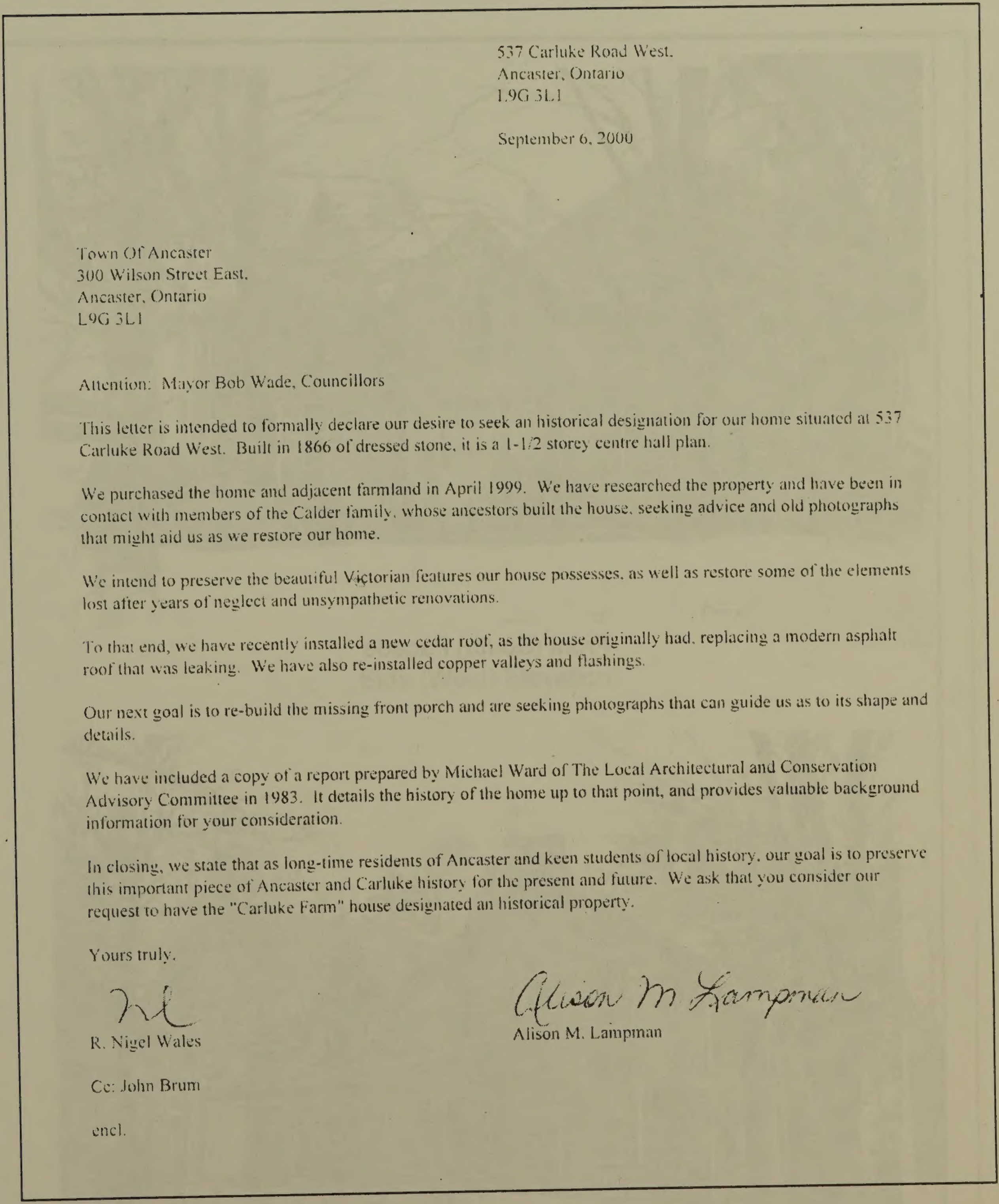
Date
July 10, 2002

Technician:
NM

Map Not to Scale

Appendix "C"

Appendix D to Report PD02221
COW
November 5, 2002



537 Carluke Road West.
Ancaster, Ontario
L9G 3L1

September 6, 2000

Town Of Ancaster
300 Wilson Street East.
Ancaster, Ontario
L9G 3L1

Attention: Mayor Bob Wade, Councillors

This letter is intended to formally declare our desire to seek an historical designation for our home situated at 537 Carluke Road West. Built in 1866 of dressed stone, it is a 1-1/2 storey centre hall plan.

We purchased the home and adjacent farmland in April 1999. We have researched the property and have been in contact with members of the Calder family, whose ancestors built the house, seeking advice and old photographs that might aid us as we restore our home.

We intend to preserve the beautiful Victorian features our house possesses, as well as restore some of the elements lost after years of neglect and unsympathetic renovations.

To that end, we have recently installed a new cedar roof, as the house originally had, replacing a modern asphalt roof that was leaking. We have also re-installed copper valleys and flashings.

Our next goal is to re-build the missing front porch and are seeking photographs that can guide us as to its shape and details.

We have included a copy of a report prepared by Michael Ward of The Local Architectural and Conservation Advisory Committee in 1983. It details the history of the home up to that point, and provides valuable background information for your consideration.

In closing, we state that as long-time residents of Ancaster and keen students of local history, our goal is to preserve this important piece of Ancaster and Carluke history for the present and future. We ask that you consider our request to have the "Carluke Farm" house designated an historical property.

Yours truly,

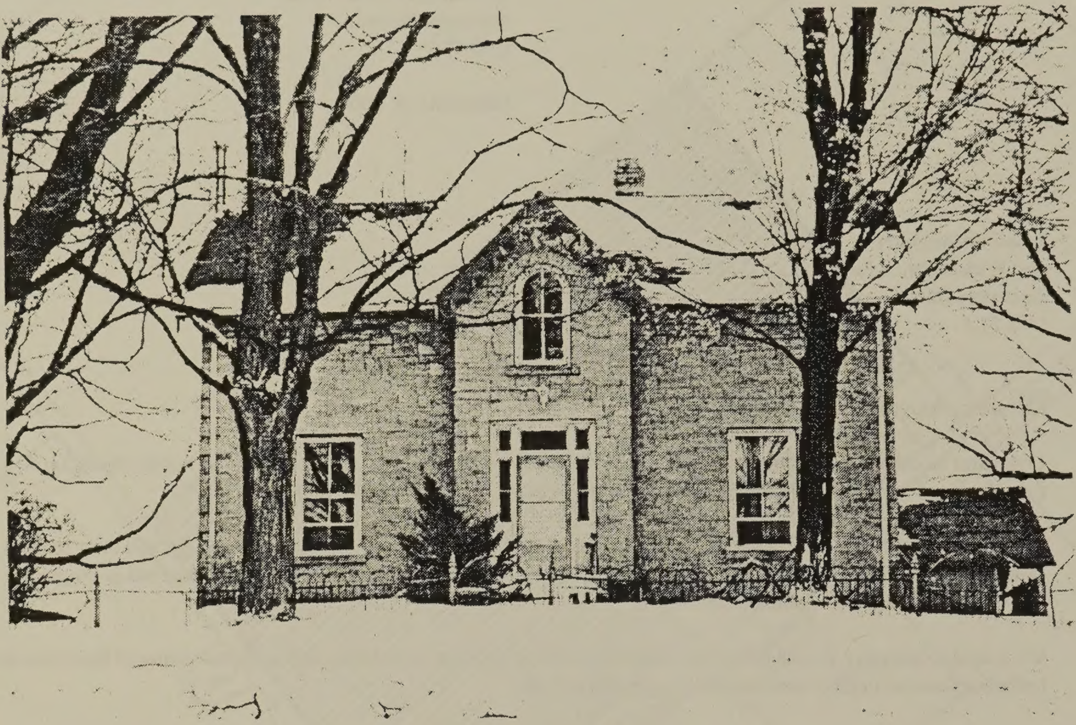
Alison M Lampman

R. Nigel Wales

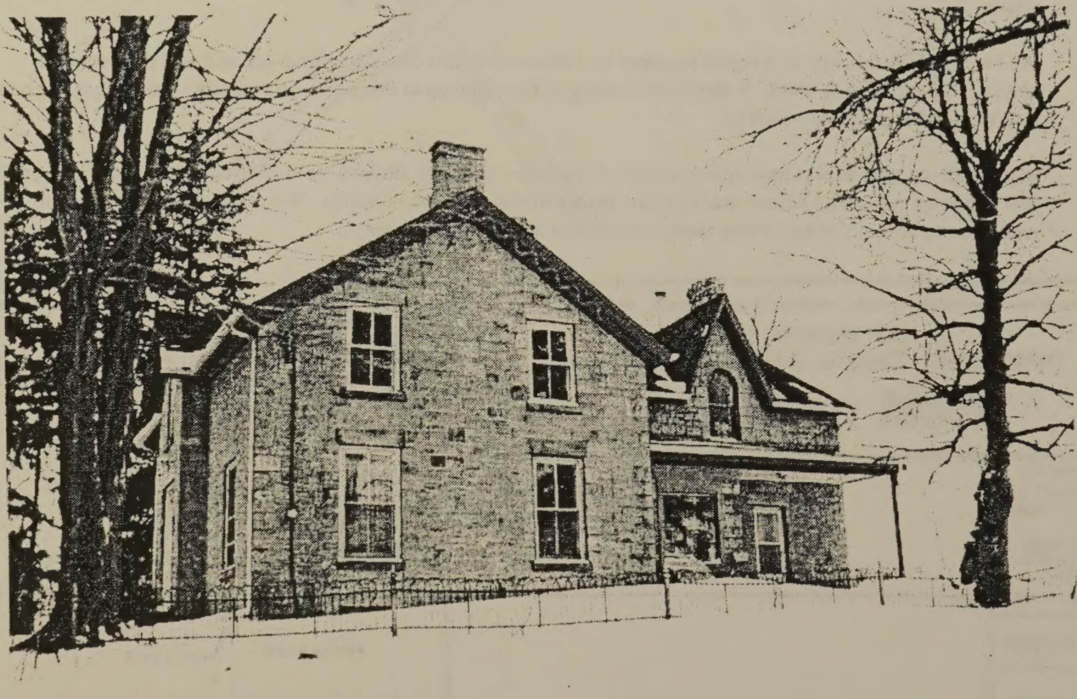
Alison M. Lampman

Cc: John Brum

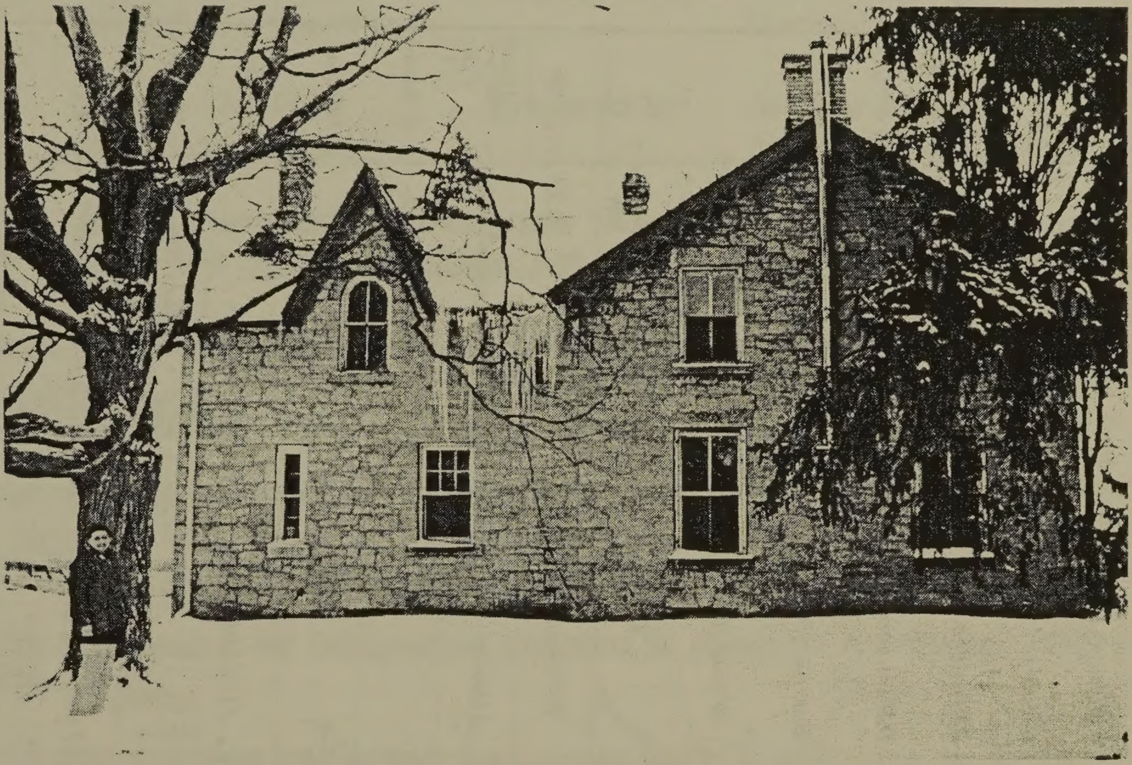
encl.



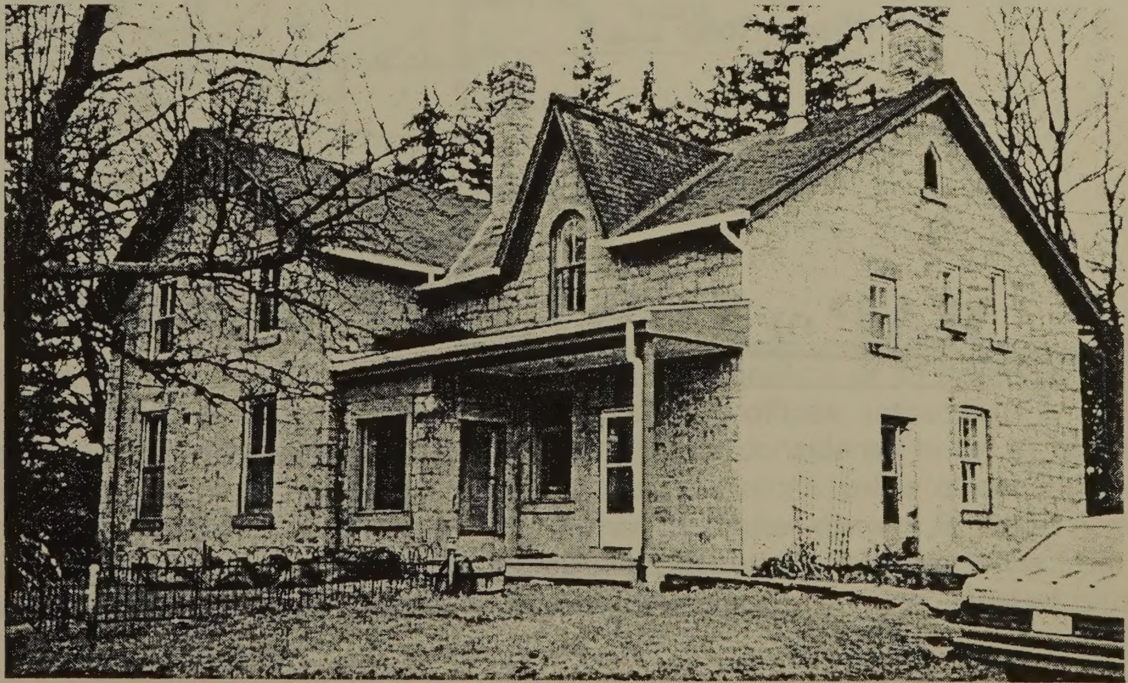
Front (South) Façade



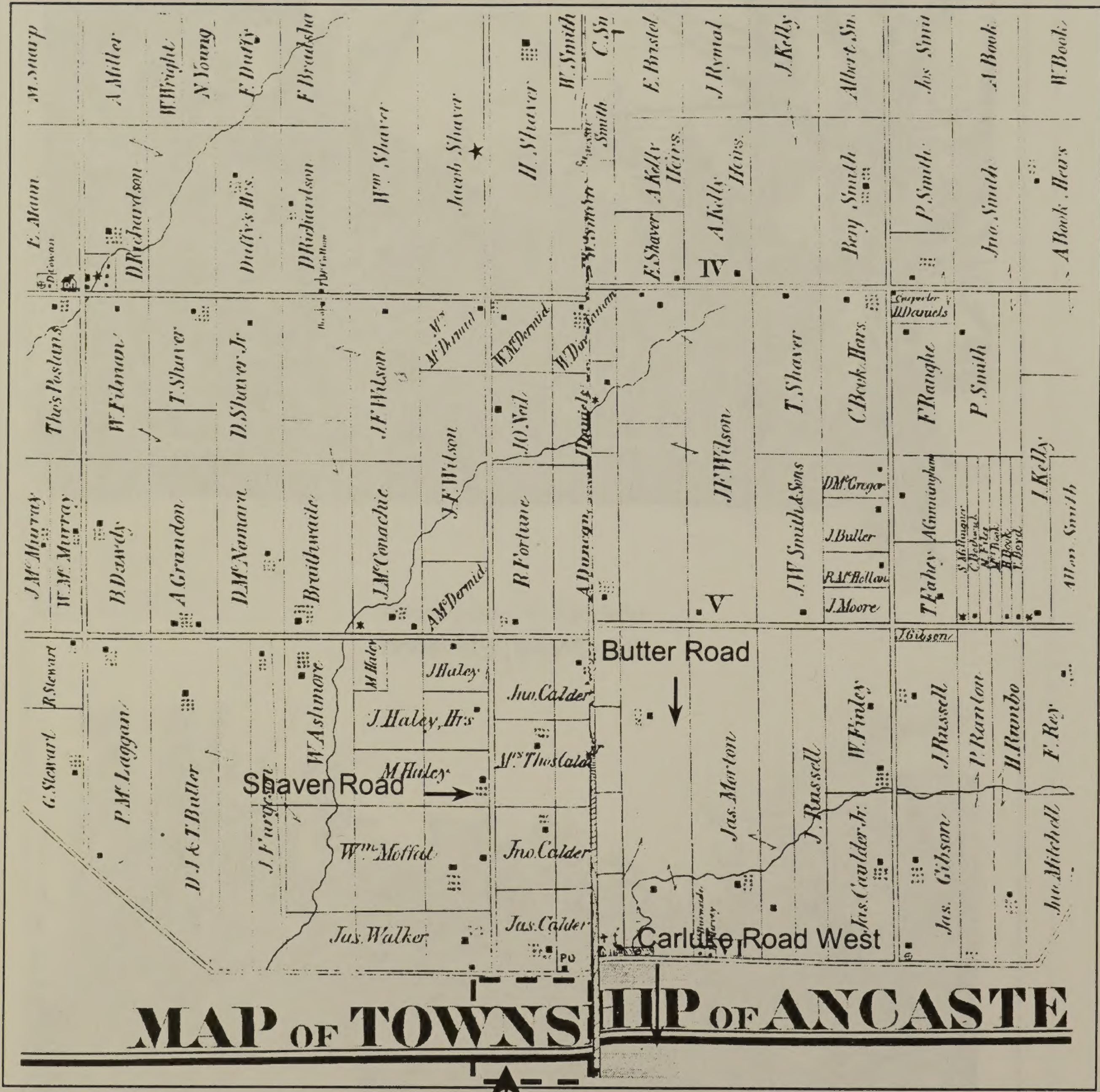
Side (East) Elevation



Side (West) Elevation



Side (East) & Rear (North) Elevations


Butter Road
Shaver Road
Carluke Road West
MAP OF TOWNSHIP OF ANCASTE
Jas. Calder
Jno. Calder
Jno. Calder
Mrs Thistlala
J.Haley
J.Haley, Hrs
M.Haley
Wm. Moffat
Jas. Walker
Jas. Morton
J.Russell
W.Findley
Jas. Calder Jr.
J.Russell
P.Ranton
H.Rumbo
F.Rey
Jas. Gilson
Jno. Mitchell
J.Gibson
G.Stewart
R.Stewart
P.McLaggan
D.J & T.Butler
W.Ashmore
J.F.Wilson
T.Shaver
C.Book Hrs
F.Ranghe
P.Smith
J.W.Smith & Sons
J.McCormachie
R.Fortune
A.Duncan
A.McDermid
J.McMurray
W.McMurray
B.Dawdy
A.Grandon
D.McNamara
Braithwaite
Thos Poslans
W.Filman
T.Shaver
D.Shaver Jr
J.F.Wilson
J.O.Neil
W.McDermid
E.Mann
D.Richardson
Duffy's Hrs
D.Richardson
Wm. Shaver
Jacob Shaver
H.Shaver
W.Smith
C.Sn
E.Bristol
J.Rymal
J.Kelly
Albert Sn
Jos. Smit
A.Book
W.Book
A.Kelly Heirs
A.Kelly Heirs
E.Shaver
Benj. Smith
P.Smith
Jno. Smith
A.Book Heirs
A.Miller
W.Wright
N.Young
F.Duffy
F.Bradshaw
M.Sharp
J.Kelly
Allan Smith
T.Fahey
J.Moore
J.Butler
D.McGregor
IV
V
PO

James Calder Farm
Wentworth County Atlas of 1875

AFFECTS
WARD 2

CITY OF HAMILTON

4.7

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date:	October 18, 2002	**Prepared by:**	Stephanie Barber
File:	163 Jackson Street W.		(905) 643-1262 Ext. 220

SUBJECT: Recommendation to Designate 163 Jackson Street West under Part IV of the Ontario Heritage Act, in the City of Hamilton (PD02222) (Ward 2)

RECOMMENDATION:

(a) That the request for designation by CH Television of 163 Jackson Street West as a property of historic or architectural value or interest pursuant to the provisions of Part IV of the Ontario Heritage Act, 1990, be approved.

(b) That the Reasons for Designation, attached as Appendix A to Report PD02222, be approved.

(c) That Council direct staff to take appropriate action to designate under Part IV of the Ontario Heritage Act in accordance with the Notice of Intention to Designate, attached as Appendix B to Report PD02222.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

CH Television (a CanWest Company) has requested designation of its property at 163 Jackson Street West, a former residence, now containing offices, under Part IV of the Ontario Heritage Act. The stone structure (*circa* 1850) is considered to be of heritage significance and worthy of designation. The property's historic value is derived from associations with Tristram Bickle, the original owner, and later owners Bishop Thomas Brock Fuller and William Southam. The building's architectural attributes derive from its rarity as a surviving example of a stone, Pre-Confederation residence, located on the former Iroquois beach ridge and as an example of the Neo-Classical and Second Empire styles.

BACKGROUND:

In April 2002 Ava Kiilaspea, Technical Administrator at CH Television, made a request to have the building at 163 Jackson Street West, a former residence, designated under the Ontario Heritage Act, copy of April 25, 2002, letter attached as Appendix D to Report PD02222. LACAC was advised of this request at its meeting on May 16, 2002 The Committee supported the request in principle and directed staff to undertake a heritage assessment of the property. Secondary source material was provided by CH Television.

Under Section 29 of the Ontario Heritage Act the council of a municipality may designate property that is "of historic or architectural value or interest". Accordingly, the following details the historical and architectural context and value of the property, as well as its physiographic context (i.e., the landform and geological setting of the property).

Context:

163 Jackson Street West is a former residence constructed *circa* 1850 and located at the southwest corner of Jackson Street West and Caroline Street South, see Location Map attached as Appendix C to Report PD02222. The building now serves as offices for CH Television. The stone structure is set back from Jackson Street West with the front yard now providing parking spaces. A large multi-storey addition at the rear of the building serves as studio space. The building is listed in the former City of Hamilton's *Inventory of Buildings of Architectural and/or Historical Interest.* Photographs and historic maps are attached as Appendix E to Report PD02222.

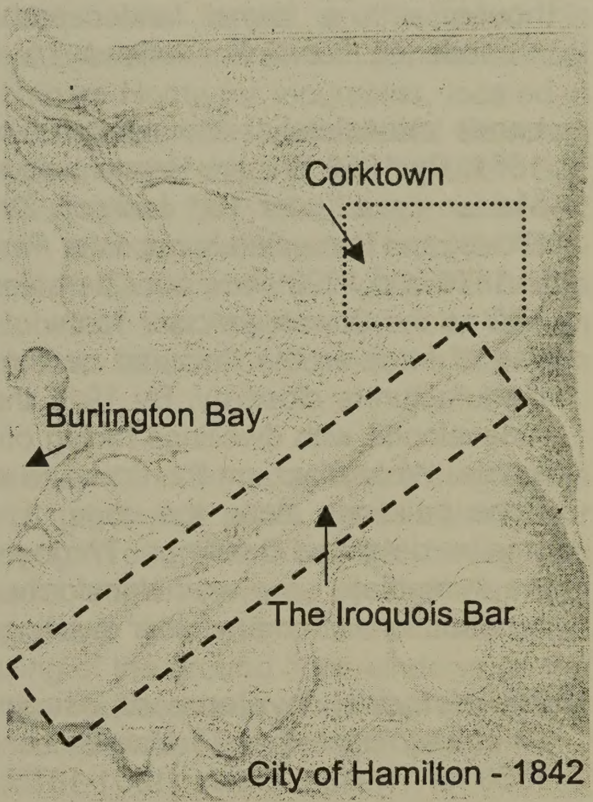
Heritage attributes:

Physiography

163 Jackson Street West is located upon an elongated gravel ridge that runs diagonally northwest to southeast from Dundurn Castle to the foot of the Niagara Escarpment at John Street South. This significant rise of land is a remnant glacial feature of Lake Iroquois, the pre-cursor of modern-day Lake Ontario. The ridge, also known as the Iroquois Bar, marks the location of the former Lake Iroquois shoreline and was formed approximately 12,000 years ago. The former barrier beach now constitutes a notable physiographic feature and point of elevation in the lower city.

Historical context of the area

The Iroquois gravel bar became a prestigious residential location for Hamilton's prominent families throughout the nineteenth century. Elevation and good drainage constituted key determinants of desirable living places: heights of land offered vistas of the bay and a degree of segregation from less desirable settlement areas and poorer quality housing sites. The *Plan of The Town of Hamilton, District of Gore, Canada, 1842* clearly distinguishes the gravel ridge (the Iroquois Bar) and the emerging pattern of settlement. As early as 1805 James Durand had built a substantial stone residence, *Bellevue*, on John Street South immediately below the Niagara Escarpment at the southeast end of the Iroquois Bar (later to be occupied by George Hamilton in 1815). At the northwest end, at Burlington Heights, Sir Allan MacNab saw the construction of Dundurn Castle in 1834-35. Colin Ferrie built *Westlawn* adjacent to Dundurn in 1837. Further along the gravel bar towards the escarpment Peter Hunter Hamilton had located his house between Bay and James Streets (1830). To the east of the bar Irish Catholics would later settle in low-lying, flood-prone areas, to become known as Corktown and distinguished by small frame buildings and shanties.



City of Hamilton - 1842

While the Hamilton town site had struggled to develop as an administrative centre during the first quarter of the nineteenth century the 1840s and 1850s were prosperous decades for Hamilton. The wheat boom boosted port activity and immigration swelled the labouring and farming ranks. Interest in public works revived and development of a rail transportation link came to the fore. Population growth below the Niagara Escarpment mountain exploded during this period, from 3,400 in 1841 to 9,000 by 1848 and to 25,000 by 1857. William Smith in his *Canadian Gazetteer* noted that prosperous Hamilton merchants had began to build almost exclusively in stone taking advantage of the excellent freestone and limestone procured from the mountain.

Impressive stone structures sprang up everywhere in Hamilton during the 1840s, 50s and 60s. Surviving buildings include: Whitehern (1848); Central Public School (1853); St. Paul's Presbyterian Church (1857); Sandyford Place (*circa* 1858); the Customs House (1860). The escarpment slopes also attracted new residential development and included Rock Castle (1848); Bellevue (1848-50); and Inglewood (*circa* 1855).

During this boom period the beach ridge also witnessed the development of a number of new residential estates, especially at high points where a number of the east-west streets (Main, King, Jackson) crossed over the gravel ridge. The *Map of the City of Hamilton, in the County of Wentworth, Canada West, Surveyed and Drawn by Marcus Smith, 1850-1*, clearly depicts the estate of T. Bickle Esq. at 75 Maiden Lane, now 163 Jackson Street West (Maiden Lane was renamed Jackson Street in 1878). The estate, known as *Pinehurst*, occupied a large lot bounded by Maiden Lane to the north, Caroline Street South on the east and Hunter Street West at the rear or south side. The *Pinehurst* estate is illustrated in some detail and shows a rectangular footprint of the house, with a formal landscaped front yard served by a circular driveway with meandering, curvilinear walkways at the rear.

Lands immediately surrounding Tristram Bickle's property lay relatively undeveloped in 1851. By 1858 William Herald had constructed a large masonry house, *Fonthill*, at 76 Maiden Lane (later 168 Jackson Street West) for John Wesley Bickle, son of Tristan Bickle, and immediately opposite *Pinehurst*. The bird's eye view illustrations of Hamilton in 1876 and 1893 show considerable development in the area surrounding *Pinehurst* as well as the downtown core. Many of the late nineteenth century buildings featured the use of brick as the favoured construction material, especially with the proliferation of manufacturers close by. By 1911 the rear portion of the *Pinehurst* property had been redeveloped with dwellings facing on Caroline Street South. Senator William Sanford's estate, *Wesanford*, on the opposite side of Caroline Street remained as one of the few stone buildings along the ridge. It was demolished in the 1930s and replaced with smaller detached dwellings. Throughout the first half of the twentieth century much of the immediate area was transformed through redevelopment for high-rise apartment construction with many older dwellings being demolished.

The historical development, use and occupation of Pinehurst

Pinehurst, located at 75 Maiden Lane (later 163 Jackson Street West) was built *circa* 1850 for Tristram Bickle (1801-1875), a leading Hamilton retail druggist, merchant and prominent businessman. Bickle had established a small business operation in Hamilton in 1841 that flourished in Hamilton's booming economy. By the late 1850s Bickle enjoyed considerable commercial success and for many he represented the social mobility of a new emerging commercial and industrial elite and the epitome of a new entrepreneurial class. Following Tristram Bickle's death in 1875, the entire Bickle estate passed to his eldest son John Wesley Bickle. The younger Bickle sold *Pinehurst* to Bishop Thomas Brock Fuller in 1876 for the sum of $11,000.

Bishop Fuller, who had been appointed as the first bishop of the newly formed Diocese of Niagara in 1875, renamed the dwelling *Bishophurst*. Fuller lived here until his death in 1884 and his wife Cynthia occupied the residence until 1890. It was during this period that substantial alterations were made to the structure, notably the installation of a mansard roof.

In 1891 the residence was acquired for $11,500 by William Southam publisher of the *Hamilton Spectator* that he had acquired in 1877. Despite a long standing economic depression that had commenced in 1873 Southam managed to build his publishing empire throughout the 1890s and by 1897 had acquired the *Ottawa Citizen* and built a new six-storey office building to house his newspaper in downtown Hamilton. In 1904 he established Southam Ltd., a joint stock company managed by his sons and selected business associates. As he withdrew from the detailed management of the publishing company, William Southam participated in establishing or managing a variety of significant Canadian companies including the Pure Milk Corp, Cataract Power (later to form part of the Ontario Hydro-Electric Commission), Hamilton and Fort William Navigation Co. (later to form part of Canada Steamship Lines), Hamilton Steel and Iron (later the Steel Co. of Canada), and the Mercantile Trust Co.

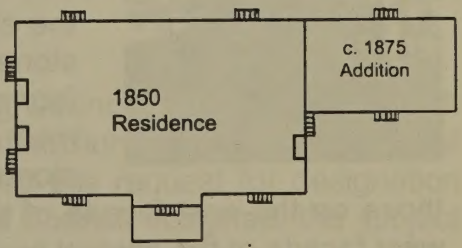
His major philanthropic works centred on local health issues and included his contribution in the founding of the Hamilton Health Association and in his substantial support for the Mountain Sanatorium and the Southam Home for Incurables, located in the north end of the City. Both facilities cared for patients with tuberculosis. Southam also participated in numerous sports activities with memberships in the Hamilton Golf Club, the Hamilton Cricket Club and the Thistle Club where he was a founder member. His keen interest in walking was also well known and despite ownership of a Rolls-Royce he routinely walked from Pinehurst to Dundurn Castle and the High Level Bridge on a daily basis. An active and generous member of the Anglican Church, William Southam died at Pinehurst in 1932, aged 88. He was later inducted into the Hamilton Gallery of Distinction in 1989.

In 1932 after Southam's death, the Cawseco Club used the home as a boarding house and social centre for single, male, university graduates who were training for management positions at Westinghouse. Following World War Two, the house was purchased and occupied by CJSH-FM, a radio station owned by the Hamilton Spectator. It was during this period that extensive renovations were undertaken including removal of the east porch and remodelling of the ground floor windows on the north façade. In 1953, CHCH-TV began to use the house as part of its operations and continues to occupy it today with a large studio located at the rear of the property.

Historic value

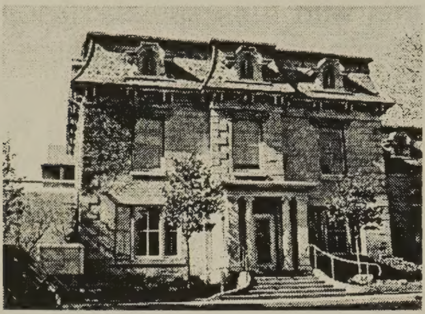
Pinehurst, constructed *circa* 1850 is of historic value being associated with a number of prominent people, notably local entrepreneur Tristram Bickle who built and lived in *Pinehurst* from 1851 to 1875; Bishop Fuller, the first bishop of the newly formed Diocese of Niagara who renamed the dwelling *Bishophurst* and lived here from 1875 until his death in 1884; and nationally renowned publisher, entrepreneur and philanthropist William Southam who resided at *Pinehurst* from 1891 until his death in 1932.

Architecture



Pinehurst, constructed *circa* 1850, was likely designed to a vernacular adaptation of the Neo-classical style. Evidence of its former composition are found in the basic rectangular plan, symmetrical front façade with slightly protruding centre bay, cut limestone walls with prominent quoining, and the front porch with Ionic and square columns. *Pinehurst* was transformed into a Second Empire residence *circa* 1875 when purchased by Bishop Fuller. Key characteristics of the Second Empire style include mansard roofs, metal cresting, polychrome slate roofing, dormers, and heavy wood brackets. In addition to these features a number of other decorative features and additions were introduced, including: modillions, decorative fascias, a verandah on the east facade, a recessed wing on the west façade and ground floor bay windows. Of these features added in 1875, the main floor bay windows on the front façade, metal cresting and the verandah on the east side are no longer present.

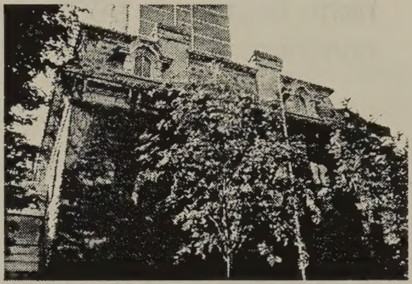
North (Front) Façade



The front façade of the main house is symmetrical and divided into three bays with three dormers, each with fixed double panes, located in the mansard roof. The mansard roof is finished with decorative slates. The central bay projects slightly from the main wall. The first floor windows on the front façade are tri-lights with 4-pane storm windows. The second floor windows of the main house have single lights with 4-pane storm windows. Both first and second storey windows (as on all elevations) have decorative stone lintels and smooth stone sills. The front entrance is accentuated by an enclosed Classical portico capped by a flat roof with a dentilated cornice supported by 2 slender Ionic columns and 2 larger square columns. There is a rectangular window on the east and west side of the portico containing leaded glass. The front door is of contemporary wood construction with a large single leaded glass light, above which is a leaded glass transom.

East (Side) Elevation

The east elevation has a first and a second floor single sash window near the northeast corner with 4-pane storm windows. The east roof elevation has 2 dormers and two stone chimneys.



West (Side) Elevation

The west side of the house incorporates a 2 ½ storey, 4-bay, single pile wing that is set back from the façade of the original house. The wing has a mansard roof with decorative shingles and a dormer, paired wooden brackets and a stone parapet at the end. The west wall of the wing is built of rough uncoursed stone with a single second floor 1/1 sash window. There are four single sash windows with 4-pane storm windows on the main floor and three windows of the same design with 4-pane storm windows on the second. One stone chimney, similar to those on the east façade of the main building, and a single dormer are located at the west facade of the original house.

South (Rear) Elevation

This elevation has been altered the most with the introduction of recent studio facilities. The surviving features on this elevation include the mansard roof with two dormers, decorative slate roofing, and stone walls. There is a first and second storey window near the southeast corner. They have single panes of security glass with 4-pane storm windows.

Architectural value

Pinehurst is of architectural value as a rare surviving example of pre-Confederation stone construction originally designed to a vernacular adaptation of the Neo-classical style and later transformed into a Second Empire residence *circa* 1875. *Pinehurst,* together with *Fonthill* located immediately opposite, also contributes to a significant grouping of mid-nineteenth century building construction in an area that has experienced considerable change.

ANALYSIS OF ALTERNATIVES:

N/A.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – Not applicable.

Staffing – Not applicable.

Legal – The designation process will follow the requirements of the Ontario Heritage Act and provide for adequate notice of Council's intention to designate the property to the owner and the Ontario Heritage Foundation. Formal objections may be made under the Ontario Heritage Act and heard before the Conservation Review Board and prior to Council approving the designating by-law.

POLICIES AFFECTING PROPOSAL:

Official Plan policies of the former City of Hamilton support the conservation, protection and management of cultural heritage features. Designation of the 163 Jackson Street West will be in accordance with these policies.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Pursuant to Subsection 29 (2) of the Ontario Heritage Act Council is required to consult with LACAC respecting designation of property under Subsection (1). At its meeting of October 17, 2002 the City of Hamilton LACAC considered this request for designation together with the staff report. LACAC recommended that Council designate the subject property and that staff be directed to take appropriate action in this regard.

CITY STRATEGIC COMMITMENT:

The designation of 163 Jackson Street West will help to protect and enhance a valuable heritage resource and will therefore contribute to the Vision 2020 goal of preserving the City's built and natural heritage.

:SB
Attachs. (5)

163 Jackson Street West
Pinehurst
City of Hamilton

REASONS FOR DESIGNATION

Historic value

Pinehurst, constructed *circa* 1850 is of historic value being associated with a number of prominent people, notably local entrepreneur Tristram Bickle who built and lived in *Pinehurst* from 1851 to 1875; Bishop Fuller, the first bishop of the newly formed Diocese of Niagara who renamed the dwelling *Bishophurst* and lived here from 1875 until his death in 1884; and nationally renowned publisher, entrepreneur and philanthropist William Southam who resided at *Pinehurst* from 1891 until his death in 1932.

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Pinehurst, constructed *circa* 1850, was designed to a vernacular adaptation of the Neo-classical style. Evidence of its former composition are found in the basic rectangular plan, symmetrical front façade with slightly protruding centre bay, cut limestone walls with prominent quoining, and the front porch with Ionic and square columns. *Pinehurst* was transformed into a Second Empire residence *circa* 1875 when purchased by Bishop Fuller. Key characteristics of the Second Empire style include mansard roofs, metal cresting, polychrome slate roofing, dormers, and heavy wood brackets. In addition to these features a number of other decorative features and additions were introduced, including: modillions, decorative fascias, a verandah on the east facade, a recessed wing on the west façade and ground floor bay windows. Of these features added in 1875, the main floor bay windows on the front façade, metal cresting and the verandah on the east side are no longer present.

The Reasons for Designation apply to all elevations and the mansard roof including all facades, entranceways, porches, windows and chimneys, together with construction materials and building techniques, as follows:

North (Front) Façade

The front façade of the main house is symmetrical and divided into three bays with three dormers, each with fixed double panes, located in the mansard roof. The mansard roof is finished with decorative slates. The central bay projects slightly from the main wall. The first floor windows on the front façade are tri-lights with 4-pane storm windows. The second floor windows of the main house have single lights with 4-pane storm windows. Both first and second storey windows (as on all elevations) have decorative stone lintels and smooth stone sills. The front entrance is accentuated by an enclosed Classical portico capped by a flat roof with a dentilated cornice supported by 2 slender Ionic columns and 2 larger square columns. There is a rectangular window on the east and west side of the portico containing leaded glass. The front door is of contemporary wood construction with a large single leaded glass light, above which is a leaded glass transom.

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South (Rear) Elevation

This elevation has been altered the most with the introduction of recent studio facilities. The surviving features on this elevation include the mansard roof with two dormers, decorative slate roofing, and stone walls. There is a first and second storey window near the southeast corner. They have single panes of security glass with 4-pane storm windows.

CITY OF HAMILTON

NOTICE OF INTENTION TO DESIGNATE

Pinehurst, 163 Jackson Street West, City of Hamilton

IN THE MATTER OF THE ONTARIO HERITAGE ACT and the property in the City of Hamilton known municipally as 163 Jackson Street West.

NOTICE IS HEREBY GIVEN that the City of Hamilton intends to designate this property as being a property of historic or architectural value. *Pinehurst*, constructed *circa* 1850 is of historic value being associated with a number of prominent people who lived here, notably local entrepreneur Tristram Bickle (1851-1875); Bishop Fuller, (1875-1884); and nationally renowned publisher, entrepreneur and philanthropist William Southam (1891-1932).

Pinehurst is of architectural value as a rare surviving example of pre-Confederation stone construction originally designed to a vernacular adaptation of the Neo-classical style and later transformed into a Second Empire residence *circa* 1875.

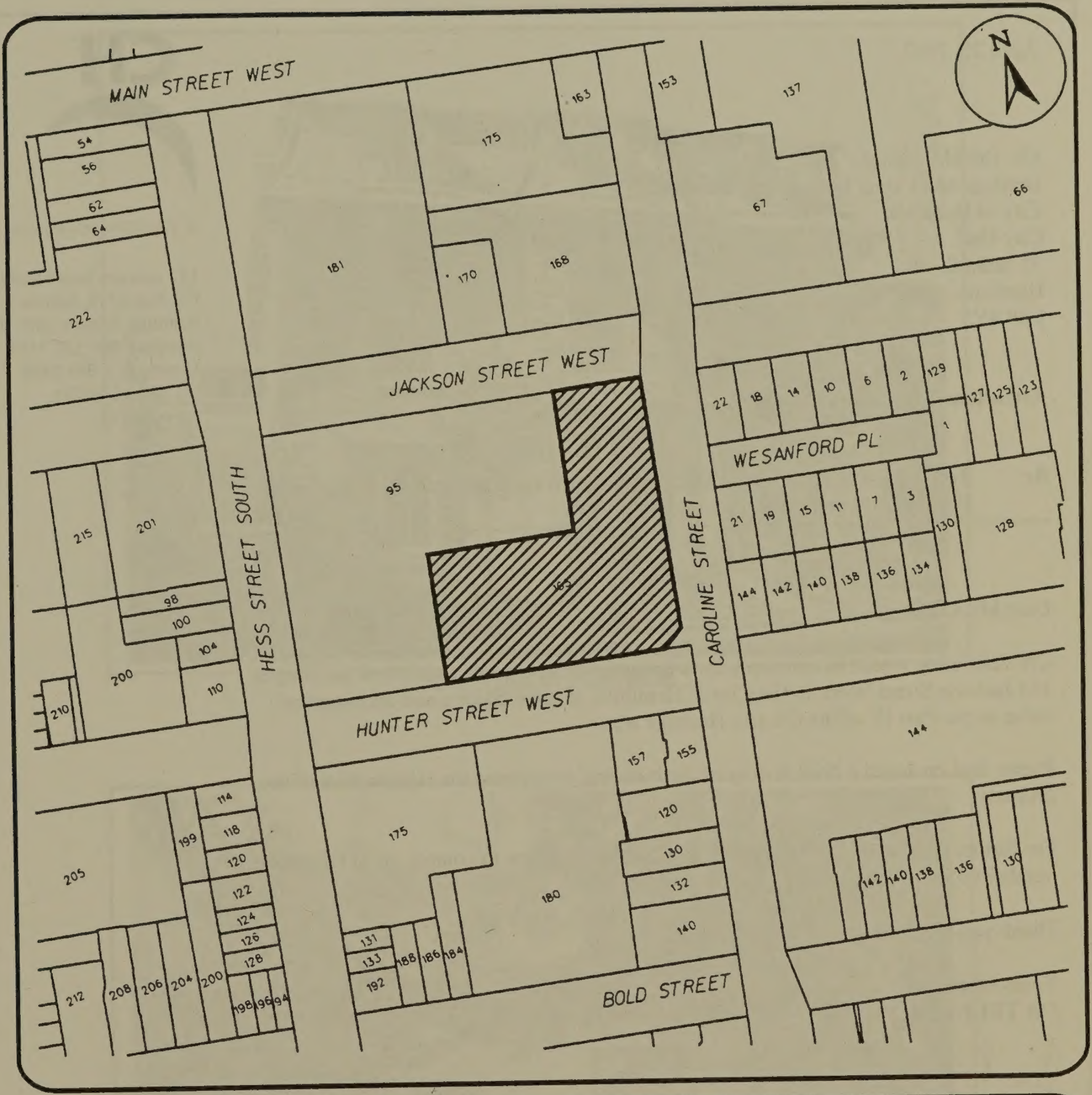
The complete Reasons for Designation may be viewed in the Office of the City Clerk, 2nd Floor, City Hall, 71 Main Street West, during regular business hours.

Any person may, within 30 days after the date of publication of this Notice, serve written notice of his or her objection to the proposed designation together with a statement for the objection and all relevant facts.

Dated at Hamilton, this day of , 2002.

K. Christenson
City Clerk
Hamilton, Ontario

Appendix C to Report PD02222
COW
November 5, 2002


N
MAIN STREET WEST
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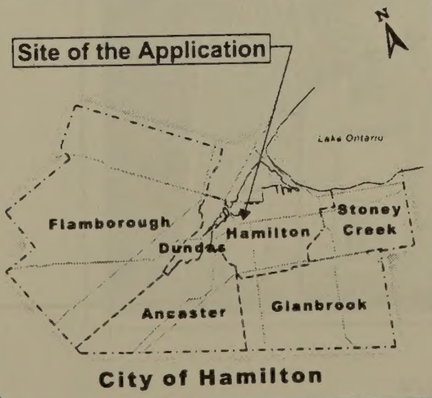
HUNTER STREET WEST
BOLD STREET
HESS STREET SOUTH
CAROLINE STREET
WESANFORD PL


Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

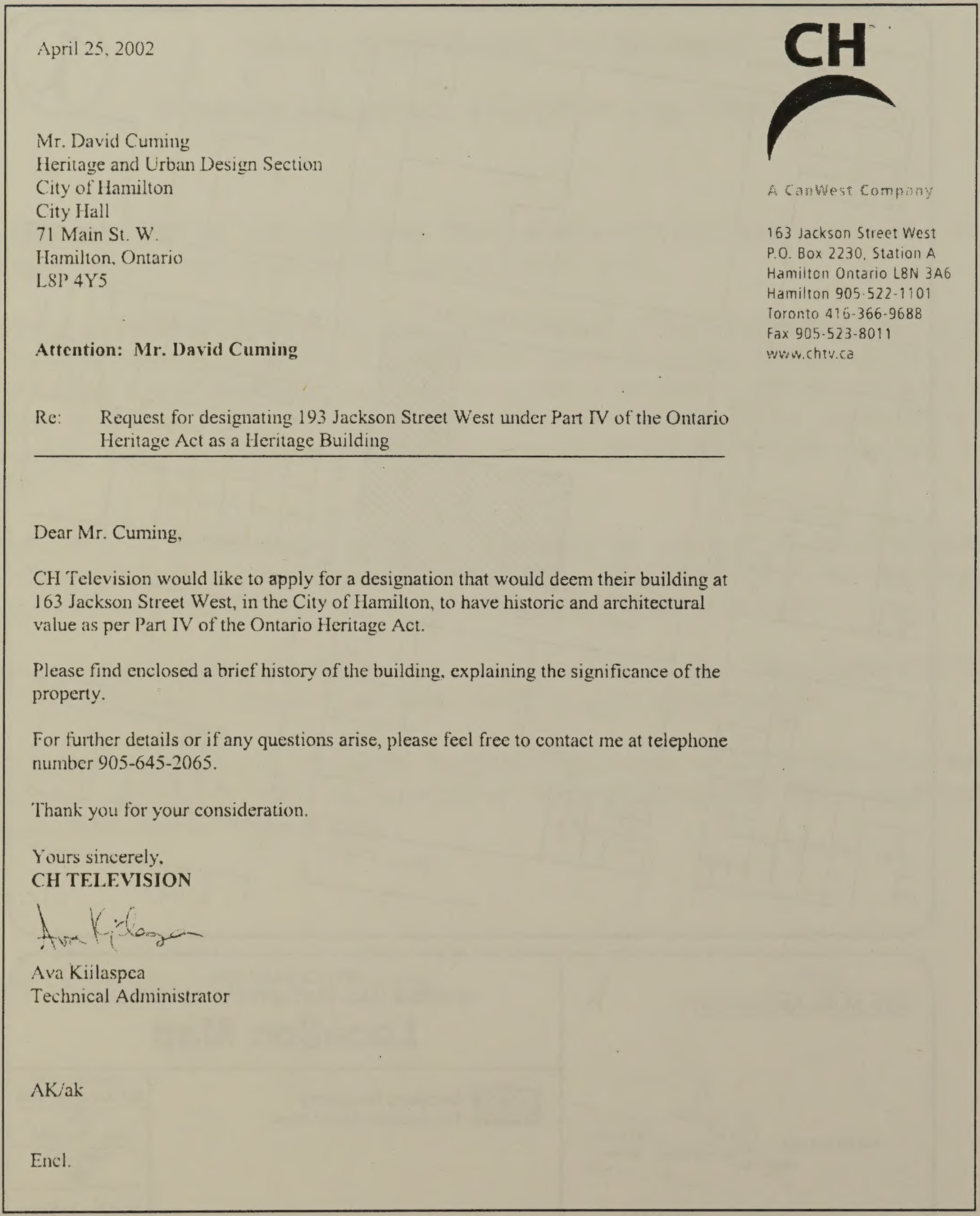
Location Map

▨ **Subject Property**
163 Jackson Street West

Filename/number	*163 Jackson St.W.*
Date	*July 10, 2002*
Technician:	*NM*

Map Not to Scale

Appendix "C"



CH

A CanWest Company

163 Jackson Street West
P.O. Box 2230, Station A
Hamilton Ontario L8N 3A6
Hamilton 905-522-1101
Toronto 416-366-9688
Fax 905-523-8011
www.chtv.ca

April 25, 2002

Mr. David Cuming
Heritage and Urban Design Section
City of Hamilton
City Hall
71 Main St. W.
Hamilton, Ontario
L8P 4Y5

Attention: Mr. David Cuming

Re: Request for designating 193 Jackson Street West under Part IV of the Ontario Heritage Act as a Heritage Building

Dear Mr. Cuming,

CH Television would like to apply for a designation that would deem their building at 163 Jackson Street West, in the City of Hamilton, to have historic and architectural value as per Part IV of the Ontario Heritage Act.

Please find enclosed a brief history of the building, explaining the significance of the property.

For further details or if any questions arise, please feel free to contact me at telephone number 905-645-2065.

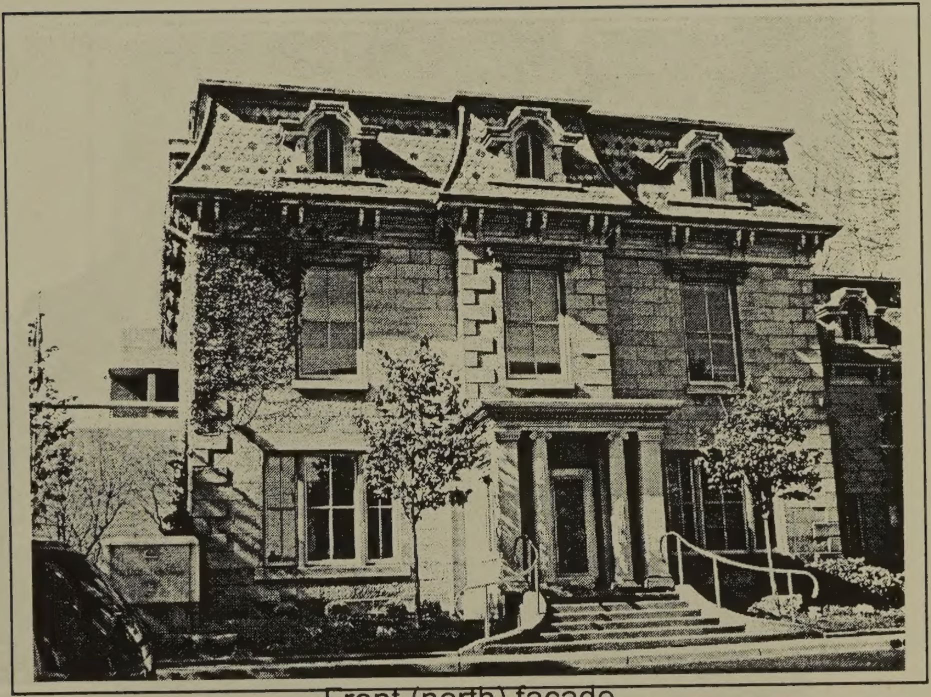
Thank you for your consideration.

Yours sincerely,
CH TELEVISION

Ava Kiilaspea
Technical Administrator

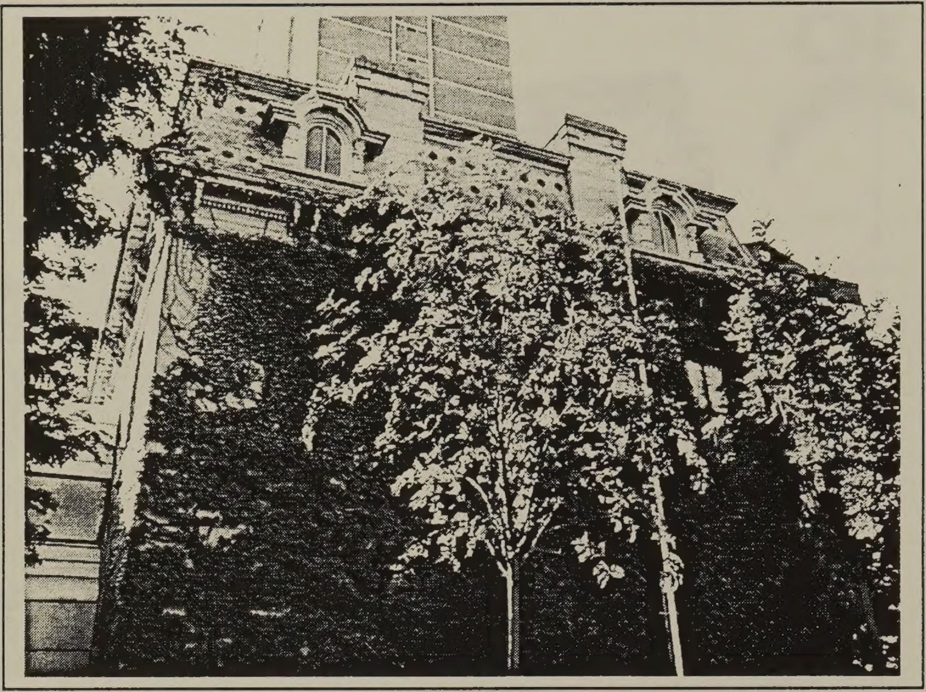
AK/ak

Encl.

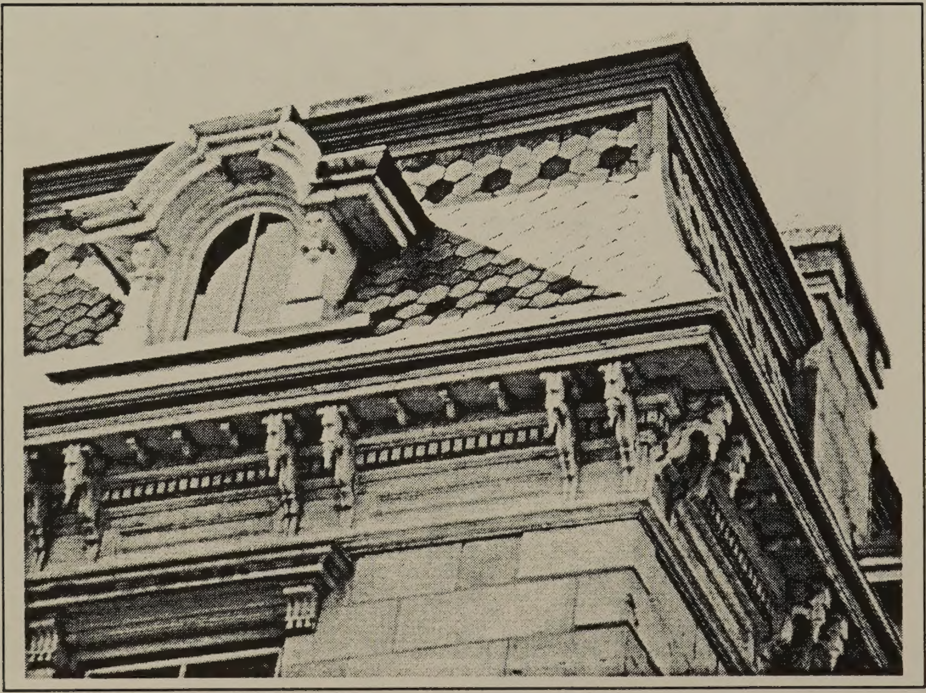


Front (north) façade

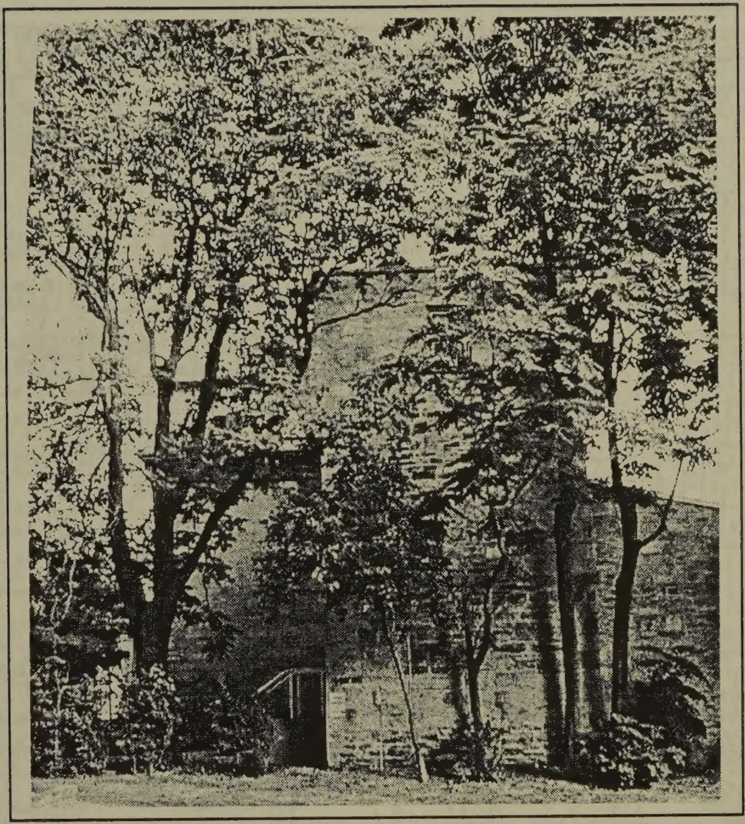
Front (north) façade



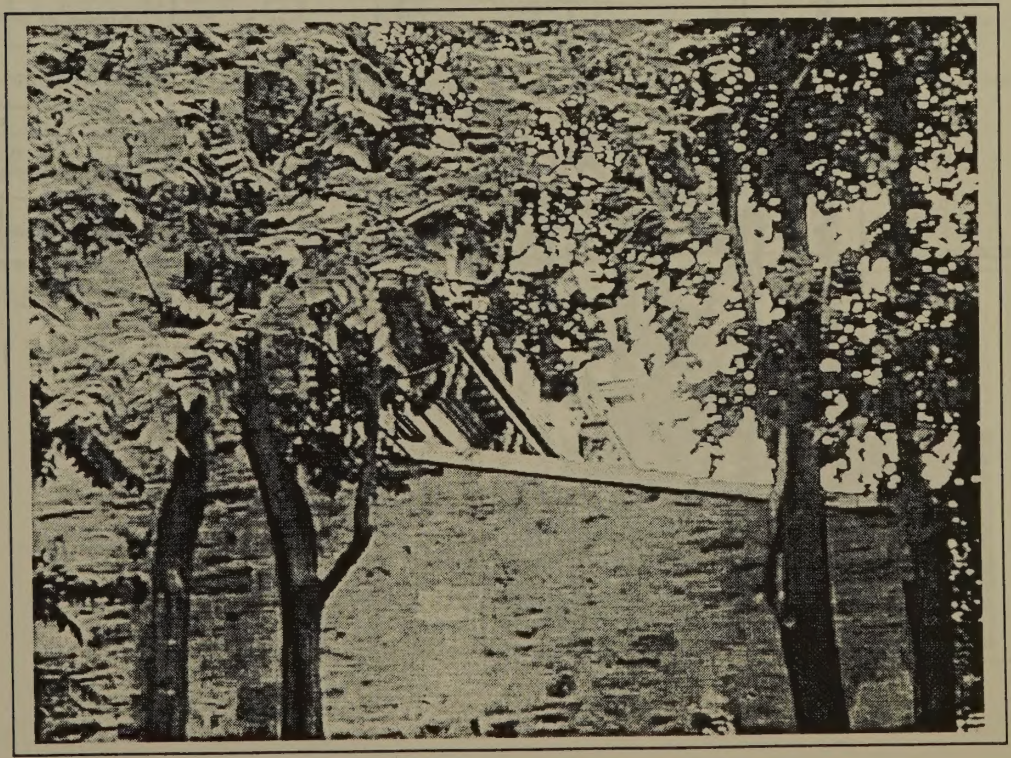
Side (east) elevation



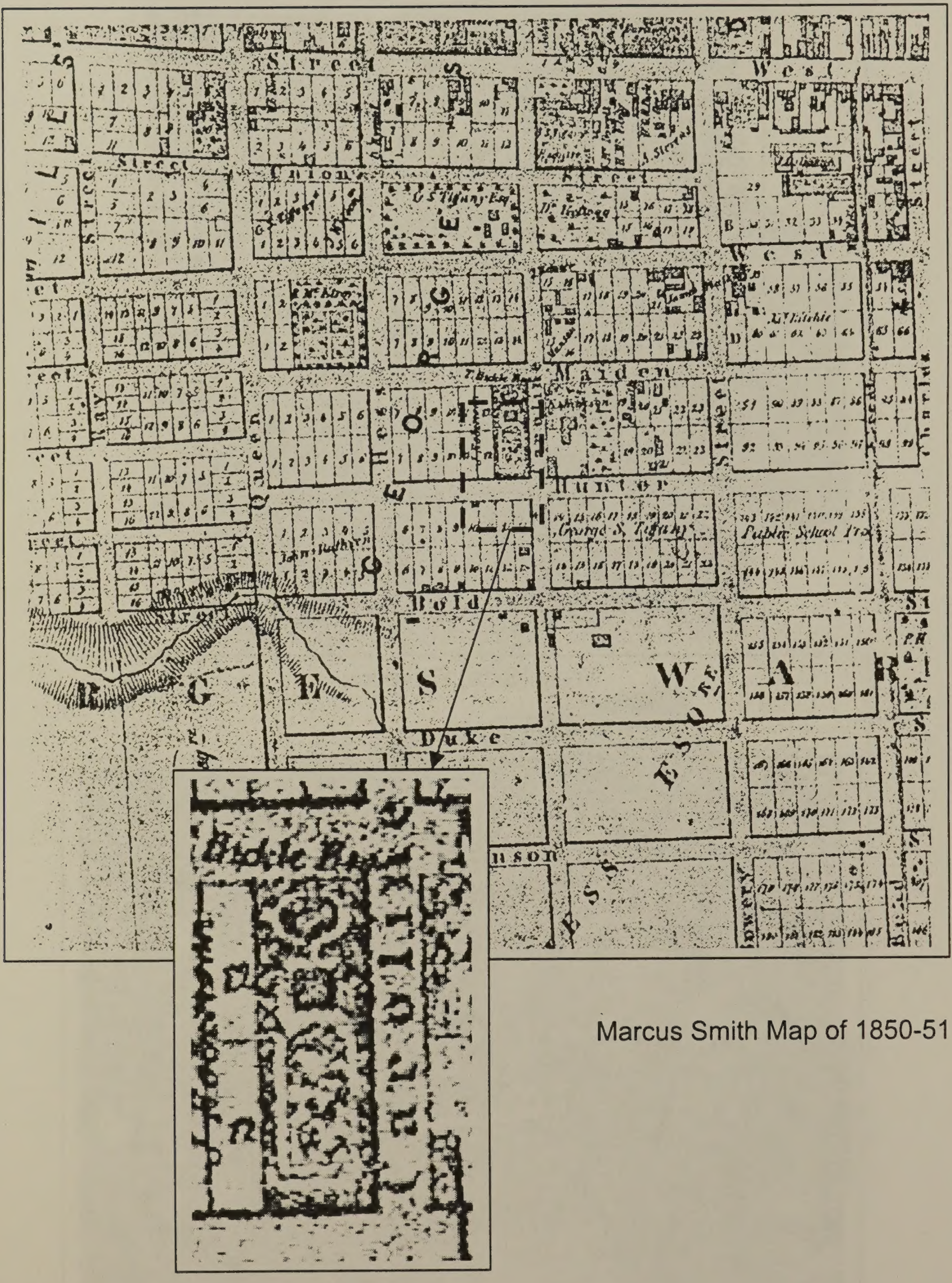
Architectural details



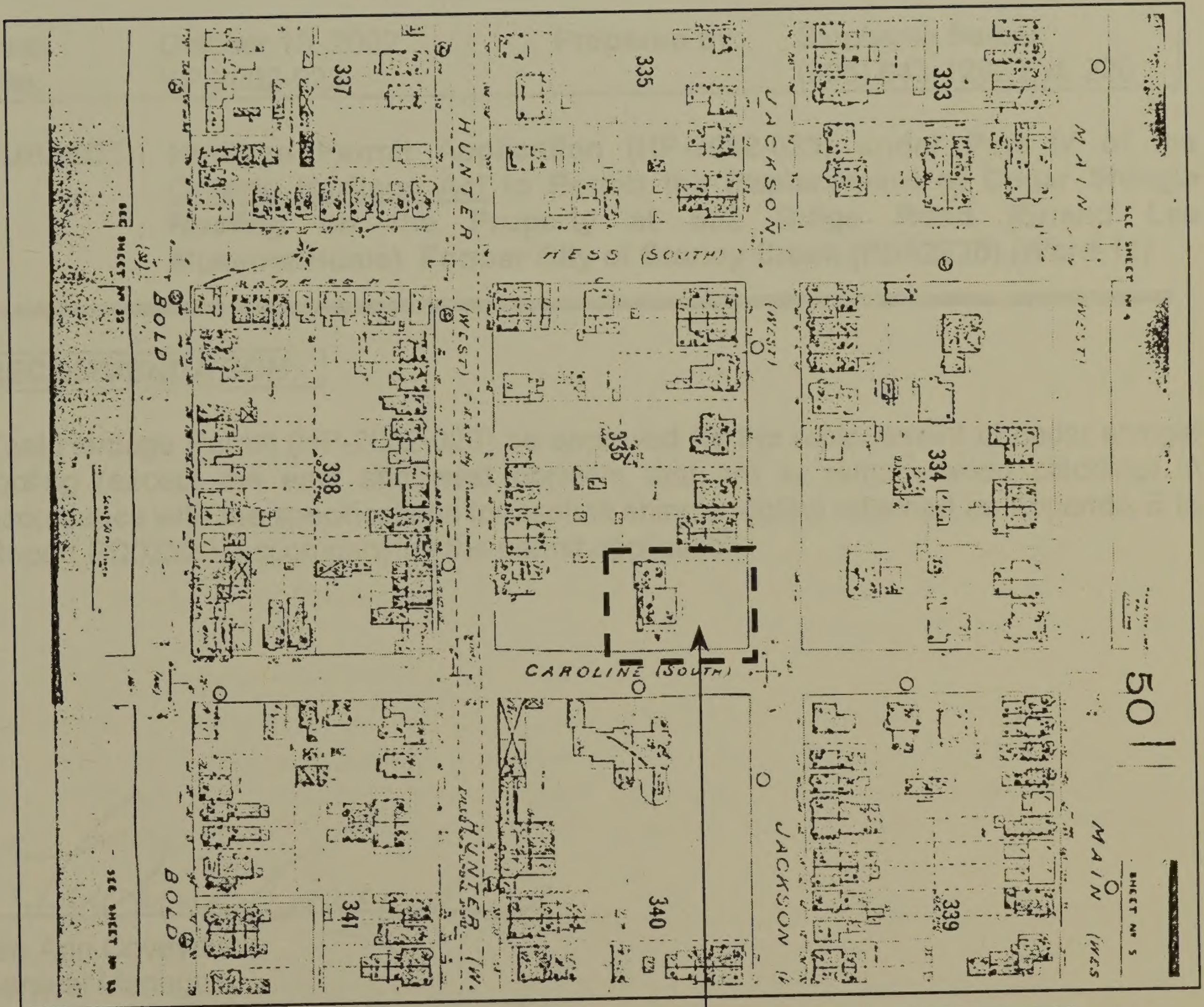
West (Side) Elevation



South (Rear) Elevation


Street
Union
Street
West
Maiden
Hunter
Bold
Duke
Queen
G S Tiffany Esq
George S. Tiffany
Public School
Bickle Res
G E S
S W A R
E

Marcus Smith Map of 1850-51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HUNTER
JACKSON
MAIN
HESS (SOUTH)
BOLD
(WEST)
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334
CAROLINE (SOUTH)
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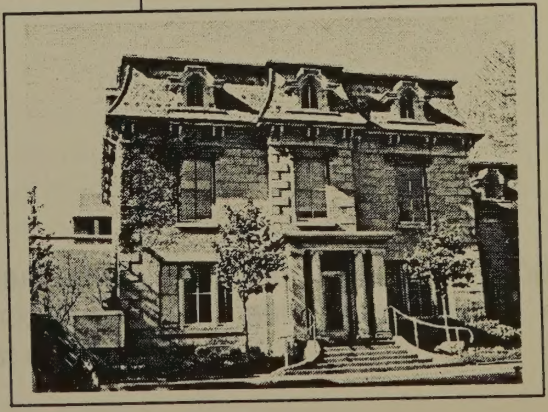
SEE SHEET No 32
SEE SHEET No 4
SEE SHEET No 5

Fire Insurance Atlas of 1911



AFFECTS
WARD 11

CITY OF HAMILTON

4.8

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 HP-2002-023	**Prepared by:**	Stephanie Barber (905) 643-1262 Ext. 220

SUBJECT: **Heritage Permit Application (HP-2002-023) under Part IV of the Ontario Heritage Act to Permit the Replacement of Cedar Shingle Roofing on the Property at 552 Ridge Road (Erland Lee Museum/Home) Former City of Stoney Creek (PD02220) (Ward 11)**

RECOMMENDATION:

That Heritage Permit (HP-2002-023) be approved for the replacement of cedar shingle roofing (except the east and west dormers that are to remain wood cladding) in accordance with the specifications for asphalt shingle roofing attached as Appendix B to Report PD02220, accompanying the permit application.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The applicant proposes to replace the cedar shingle roofing of the subject property with an asphalt shingle that resembles authentic cedar. The same new shingle would be added to the side walls of the east and west dormers.

BACKGROUND:

552 Ridge Road (the Erland Lee [Museum] Home) is located on the brow of the Niagara Escarpment, immediately west of Dewitt Road in the former City of Stoney Creek, see Appendix A attached to Report PD02220. The Erland Lee (Museum) Home was designated under Part IV of the Ontario Heritage Act in 1995 (By-Law #4324-95). The existing cedar roof was installed in 1978 as part of a general renovation of the Museum. Cedar shingle roofing has a minimum life expectancy of forty years, however the roof has aged poorly due to continuous dampness and moisture caused by mature trees that closely surround and shade the building. Replacement of the roof will be financed through community fundraising.

ANALYSIS OF ALTERNATIVES:

There are two essential alternatives in any form of roof replacement: restoration of original roofing material or installation of other non-historical roofing.

Alternative A - Replacement with Authentic Cedar Shingle - The applicant has obtained estimates for the replacement of the existing 1978 cedar roof with new wood cedar shingles. Estimates obtained for this alternative were between $20,000 and $40,000. The applicant has determined that use of authentic cedar shingles will be cost prohibitive. Similar conditions for the new cedar shingles will likely prevail resulting again in premature replacement.

The Heritage Permit Review Sub-Committee of LACAC has supported this alternative. The Committee considers the proposed imitation shingle (Alternative B) to be out of character with the existing heritage building and recommends Alternative A, replacement of the existing roof with authentic cedar shingles.

Alternative B – Replacement with Imitation Cedar Asphalt Shingles - The applicant proposes to use a high quality asphalt shingle that resembles cedar. The side walls of the east and west dormers will be clad with the same new roofing material. Estimates obtained for this alternative were between $10,000 and $15,000.

Staff considers the imitation shingle (Alternative B) to be the viable alternative given the applicant's financial situation. In addition, asphalt shingle will be more durable than authentic cedar given the shaded and damp conditions of the site. Replacement of the existing roof with the proposed material will facilitate the conservation of interior and exterior building fabric. Photographs are attached as Appendix C to Report PD02220.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – Not applicable.

Staffing – Not applicable.

Legal – 552 Ridge Road (Erland Lee [Museum] Home) is designated under Part IV of the Ontario Heritage Act.

POLICIES AFFECTING PROPOSAL:

Official Plan policies of the former City of Stoney Creek support the conservation, protection and management of cultural heritage features. Approval of this heritage permit would not conflict with these policies.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

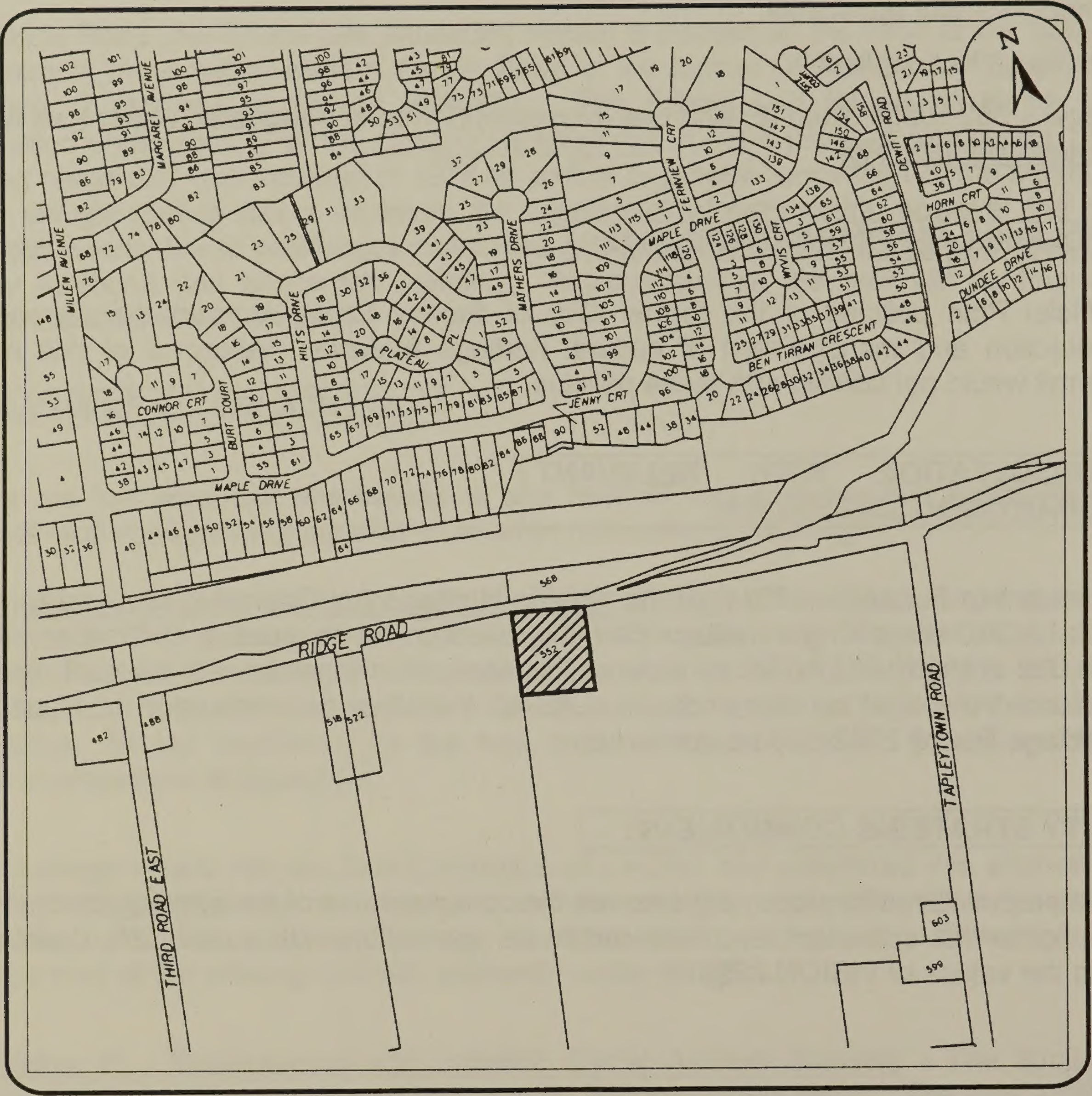
Pursuant to Subsection 33(4) of the Ontario Heritage Act Council is required to consult with LACAC respecting a heritage permit application. At its meeting of October 17, 2002 the City of Hamilton LACAC considered this application together with the staff report and endorsed the staff recommendation. LACAC therefore recommended to Council that Heritage Permit 2002-023 be approved.

CITY STRATEGIC COMMITMENT:

The proposed roof replacement ensures the continued use of the existing structure. The application as submitted is considered to be compatible with sustainable development and the values of VISION 2020.

:SB
Attachs. (3)

Appendix A to Report PD02220
COW
November 5, 2002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MARGARET AVENUE
MAPLE DRIVE
CONNOR CRT
BURT COURT
HILTS DRIVE
PLATEAU PL
MATHERS DRIVE
JENNY CRT
FERNVIEW CRT
WYVIS CRT
BEN TIRRAN CRESCENT
DEWITT ROAD
HORN CRT
DUNDEE DRIVE
RIDGE ROAD
THIRD ROAD EAST
TAPLEYTOWN ROAD
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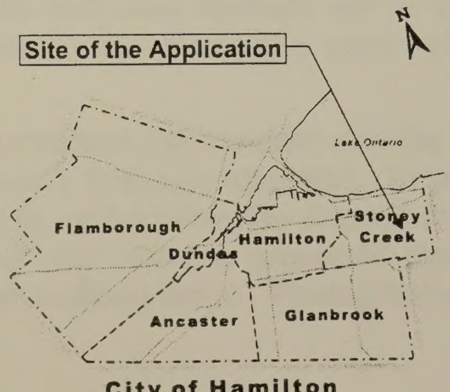

N
Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
552 Ridge Road

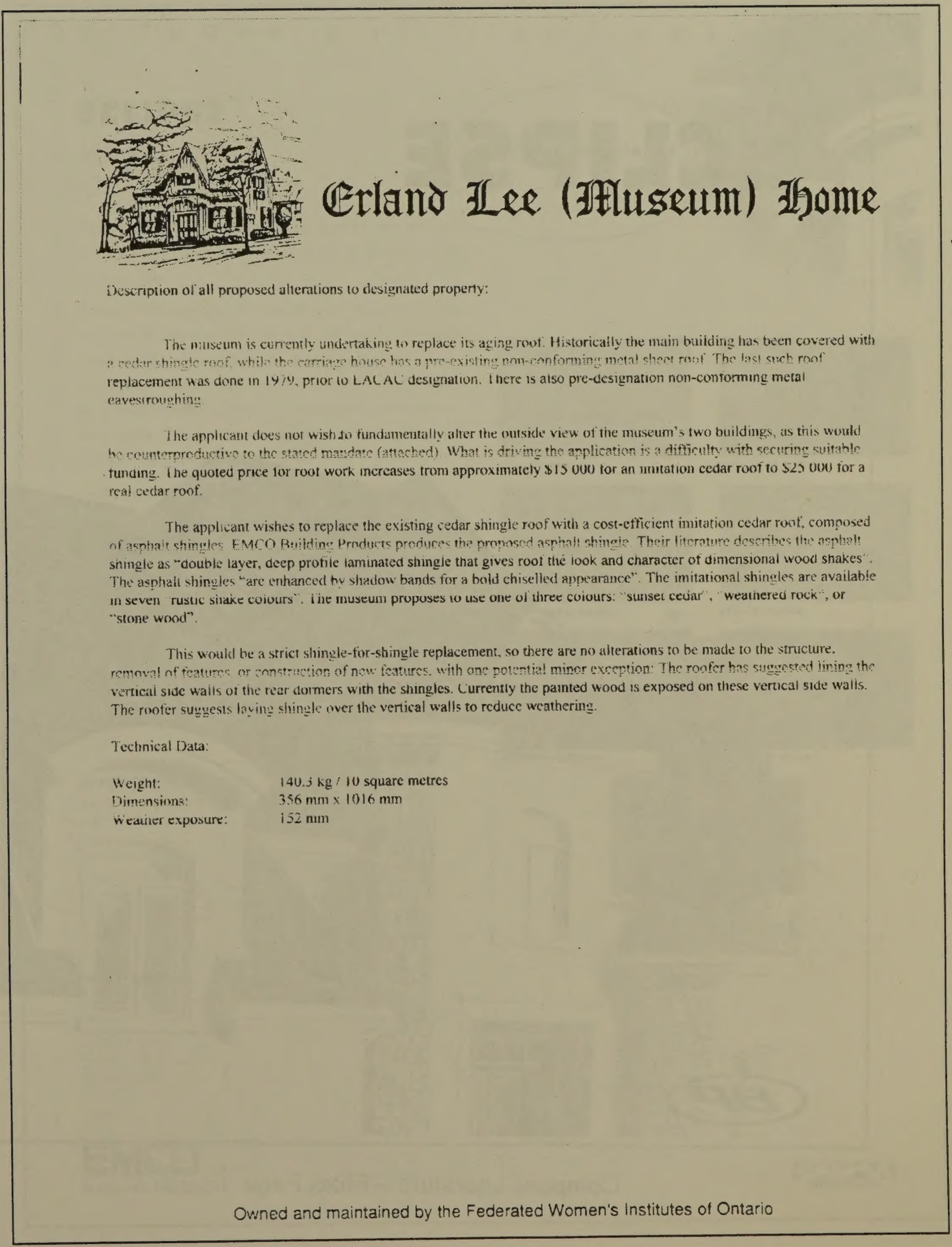
Filename/number
552 Ridge Road

Date
October 4, 2002

Technician:
LC

Map Not to Scale

Appendix "A"



Erland Lee (Museum) Home

Description of all proposed alterations to designated property:

The museum is currently undertaking to replace its aging roof. Historically the main building has been covered with a cedar shingle roof, while the carriage house has a pre-existing non-conforming metal sheet roof. The last such roof replacement was done in 1979, prior to LACAC designation. There is also pre-designation non-conforming metal eavestroughing.

The applicant does not wish to fundamentally alter the outside view of the museum's two buildings, as this would be counterproductive to the stated mandate (attached). What is driving the application is a difficulty with securing suitable funding. The quoted price for roof work increases from approximately $15 000 for an imitation cedar roof to $25 000 for a real cedar roof.

The applicant wishes to replace the existing cedar shingle roof with a cost-efficient imitation cedar roof, composed of asphalt shingles. EMCO Building Products produces the proposed asphalt shingle. Their literature describes the asphalt shingle as "double layer, deep profile laminated shingle that gives roof the look and character of dimensional wood shakes". The asphalt shingles "are enhanced by shadow bands for a bold chiselled appearance". The imitational shingles are available in seven "rustic shake colours". The museum proposes to use one of three colours: "sunset cedar", "weathered rock", or "stone wood".

This would be a strict shingle-for-shingle replacement, so there are no alterations to be made to the structure, removal of features, or construction of new features, with one potential minor exception: The roofer has suggested lining the vertical side walls of the rear dormers with the shingles. Currently the painted wood is exposed on these vertical side walls. The roofer suggests laying shingle over the vertical walls to reduce weathering.

Technical Data:

Weight:	140.3 kg / 10 square metres
Dimensions:	356 mm x 1016 mm
Weather exposure:	152 mm

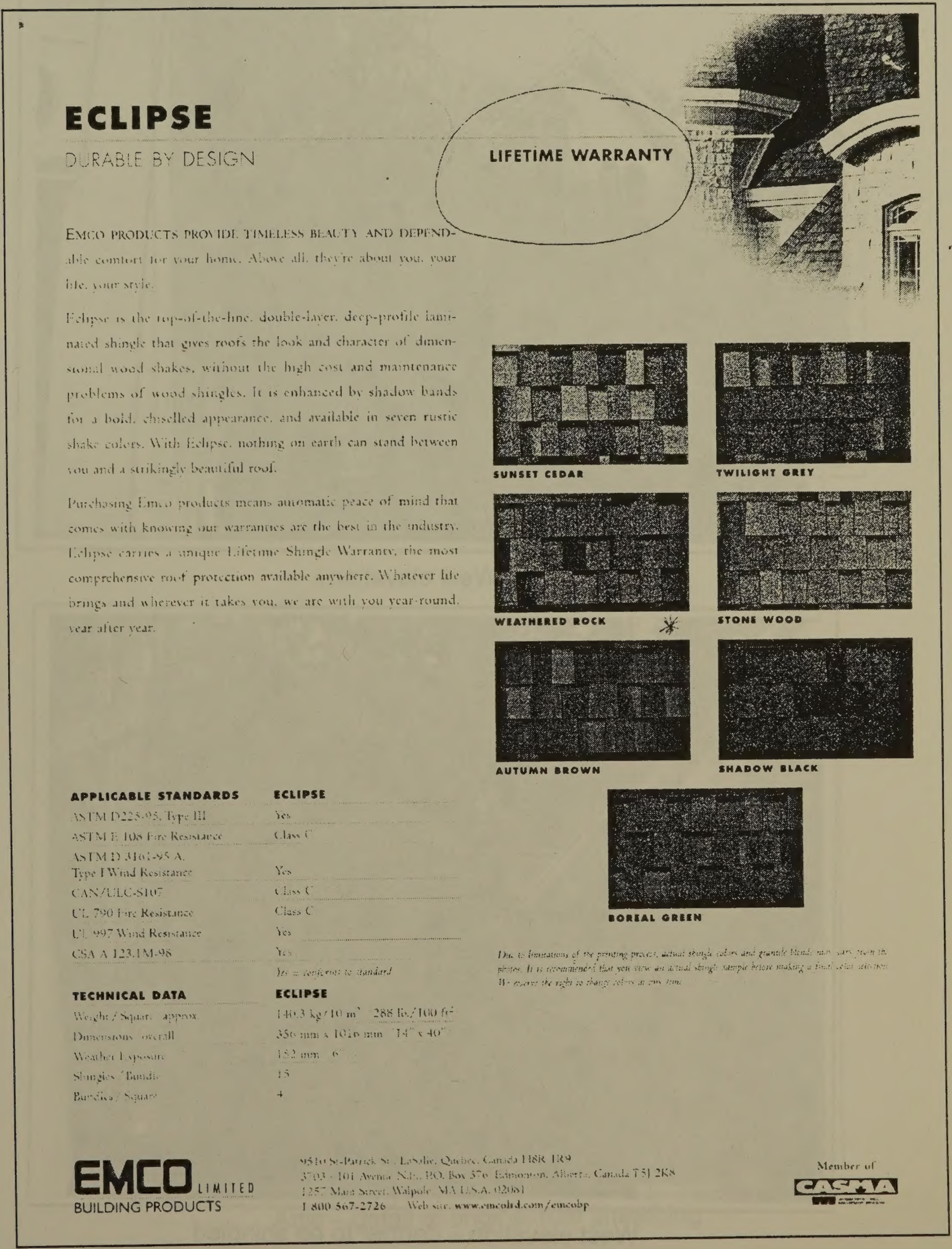
Owned and maintained by the Federated Women's Institutes of Ontario

BP ROOFING... IT'S ABOUT YOU

ECLIPSE

BP

Company Literature – Front Page



ECLIPSE

DURABLE BY DESIGN

LIFETIME WARRANTY

EMCO PRODUCTS PROVIDE TIMELESS BEAUTY AND DEPENDable comfort for your home. Above all, they're about you, your life, your style.

Eclipse is the top-of-the-line, double-layer, deep-profile laminated shingle that gives roofs the look and character of dimensional wood shakes, without the high cost and maintenance problems of wood shingles. It is enhanced by shadow bands for a bold, chiselled appearance, and available in seven rustic shake colors. With Eclipse, nothing on earth can stand between you and a strikingly beautiful roof.

Purchasing Emco products means automatic peace of mind that comes with knowing our warranties are the best in the industry. Eclipse carries a unique Lifetime Shingle Warranty, the most comprehensive roof protection available anywhere. Whatever life brings and wherever it takes you, we are with you year-round, year after year.

SUNSET CEDAR **TWILIGHT GREY**

WEATHERED ROCK **STONE WOOD**

AUTUMN BROWN **SHADOW BLACK**

BOREAL GREEN

Due to limitations of the printing process, actual shingle colors and granule blends may vary from the photos. It is recommended that you view an actual shingle sample before making a final color selection. We reserve the right to change colors at any time.

APPLICABLE STANDARDS	ECLIPSE
ASTM D225-95, Type III	Yes
ASTM E 108 Fire Resistance	Class C
ASTM D 3161-95 A, Type I Wind Resistance	Yes
CAN/ULC-S107	Class C
UL 790 Fire Resistance	Class C
UL 997 Wind Resistance	Yes
CSA A 123.1M-98	Yes

Yes = conforms to standard

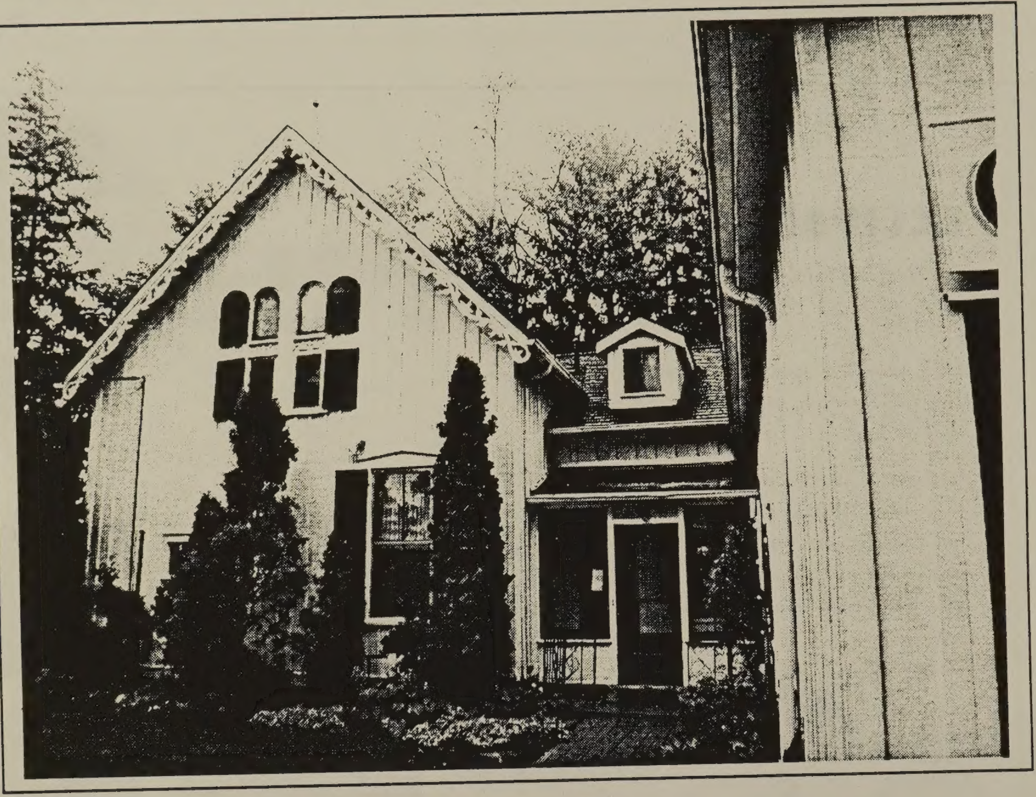
TECHNICAL DATA	ECLIPSE
Weight / Square (approx.)	140.3 kg/10 m² (288 lb./100 ft²)
Dimensions (overall)	356 mm x 1016 mm (14" x 40")
Weather Exposure	152 mm (6")
Shingles / Bundle	15
Bundles / Square	4

EMCO LIMITED
BUILDING PRODUCTS

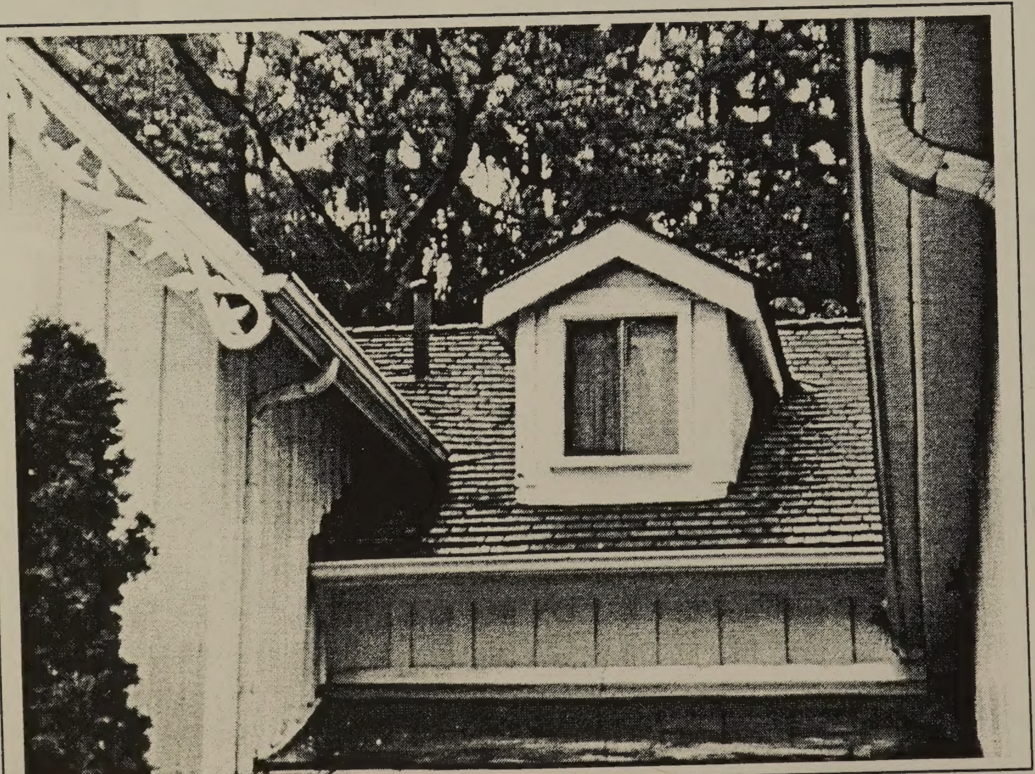
9510 St-Patrick St., LaSalle, Quebec, Canada H8R 1R9
3703 - 101 Avenue N.E., P.O. Box 576, Edmonton, Alberta, Canada T5J 2K8
1257 Main Street, Walpole, MA U.S.A. 02081
1 800 567-2726 Web site: www.emcoltd.com/emcobp

Member of
CASMA

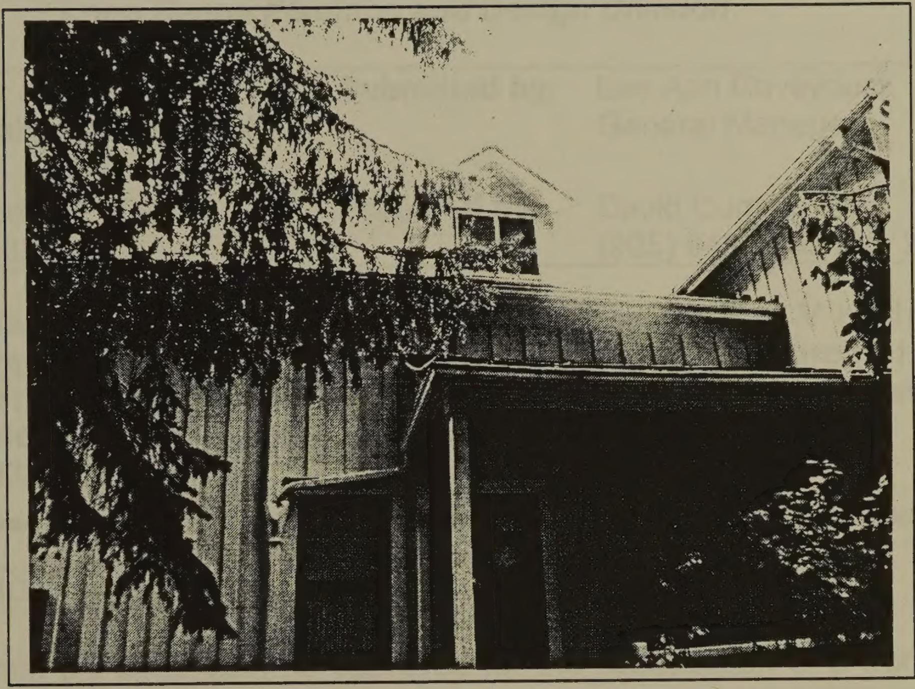
Company Literature – Rear Page



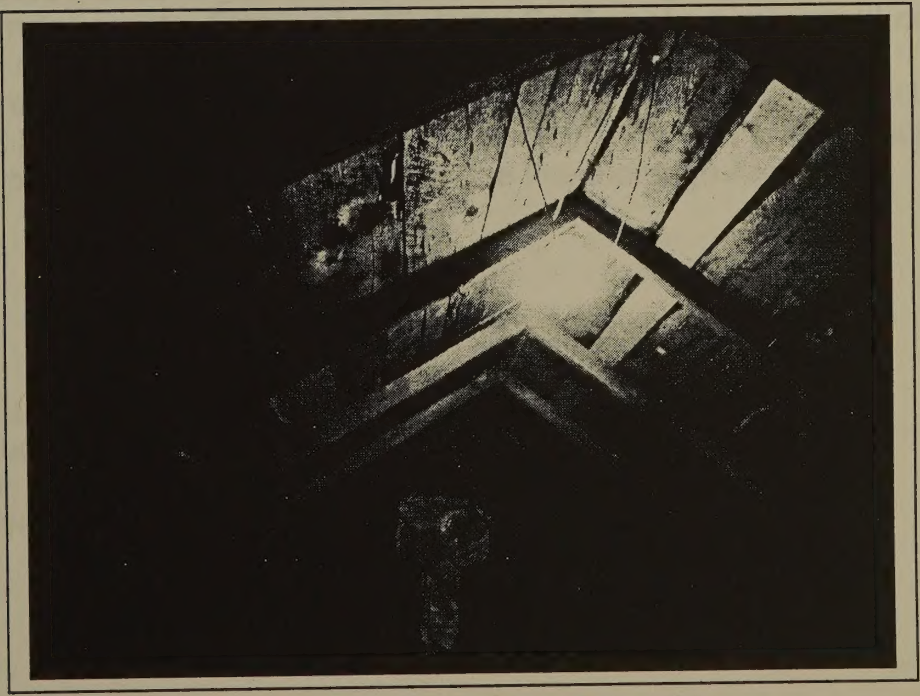
West elevation



West elevation – dormer to be shingled



East elevation – dormer to be shingled



Attic – detail of original roof sheathing

AFFECTS
WARD 15

4.9

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 HP2002-026	**Prepared by:**	David Cuming (905) 643-1262 Ext. 215

SUBJECT: **Heritage Permit Application (HP2002-026) under Part V of the Ontario Heritage Act to Permit the Construction of a Front Porch at 143 Main Street North, Waterdown within the Mill Street Heritage Conservation District, in the former Town of Flamborough, City of Hamilton (PD02219) (Ward 15)**

RECOMMENDATION:

That Heritage Permit (HP2002-026) be approved for the construction of a front porch at 143 Main Street North, Waterdown, according to the drawings, attached as Appendix B to Report PD02219, accompanying the permit application and the following conditions:

a) That the porch be constructed of wood, including columns (except for aluminum bases), balustrading and dentils;
b) That the porch roof shingles match those of the existing house;
c) That the metal counter flashing be "Colonial Red" or of a similar matt colour and be subject to staff approval prior to construction; and,
d) That the exterior east (front) and south (side) facades and the decorative brick spandrels be recorded in black and white photography prior to construction and that copies of photographs be deposited with the Flamborough Archives.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

143 Main Street North, Waterdown, is a corner lot located at the southwest corner of Main Street North and John Street East within the Mill Street Heritage Conservation District (HCD) designated under Part V of the Ontario Heritage Act. A heritage permit is required for the construction of any building or structure within an HCD. The subject application for the construction of a front porch satisfies the intent of the applicable HCD guidelines adopted by the Council of the former Town of Flamborough.

BACKGROUND:

The Mill Street Heritage Conservation District (HCD) in Waterdown was designated by the former Town of Flamborough and approved by the Ontario Municipal Board in 1996 under Section 41 of the Ontario Heritage Act. Under Section 42 of the Ontario Heritage Act, a permit is required for altering the external portions of any building or structure. The council of the municipality may only issue such permits.

The subject property, 143 Main Street North, see Location Map attached as Appendix A, was generally described in the *Waterdown Heritage Conservation District Study Report: Overview Report and Heritage Assessment Report (1995)* as a two-storey house built in the 1890s and constructed of red brick in the Queen Anne style. The report also noted that the red brick walls were highlighted with decorative brick string courses, spandrels and semi-circular arch openings.

ANALYSIS OF ALTERNATIVES:

Guidelines prepared for the Mill Street HCD advise that new additions should be located at the rear or side of the building, lower than the existing roof line, limited in size and scale and designed in a manner that distinguishes between old and new.

This application has been considered in the context of the district conservation guidelines and current heritage conservation planning practice. The proposed single storey porch addition is located at the front of the building. It is limited in size and scale and is lower than the existing roofline. The porch is to be designed in a manner that recalls late-nineteenth or early-twentieth century construction and is based on a design found in the Cross-Melville HCD, in Dundas. Accordingly the design is “historical” in appearance and does not clearly distinguish between original and new construction.

Other factors in the evaluation of any change affecting a heritage building are “displacement effects” (those adverse actions that result in the damage, loss or removal of valued heritage features) and “disruption effects” (those actions that result in detrimental changes to the setting or character of a heritage feature). As the porch will be an “addition” and no new entrances, windows or openings are being created in the existing wall there will be disruption effects only, namely the covering over of the decorative brick spandrels. The applicant has verbally agreed to record the exterior facade prior to porch construction.

The proposed addition partially satisfies the HCD guidelines and the porch is considered to be an acceptable design. A number of conditions are proposed by staff to address construction details and materials that have been provided verbally but are absent from the submitted drawings that form part of the application.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – Not applicable.

Staffing – Not applicable.

Legal – This heritage permit application has been considered within the context of the applicable legislation.

POLICIES AFFECTING PROPOSAL:

Subsection E.2 Heritage Preservation of the former Town of Flamborough's Official Plan provides for the conservation and preservation of heritage resources, including the protection and restoration of the historic character of the former Village of Waterdown. The policies also provide for the designation of heritage conservation districts under Part V of the Ontario Heritage Act and for the preparation of a Heritage Conservation District Plan to encourage conservation. The subject permit application is considered to be in keeping with these policies.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

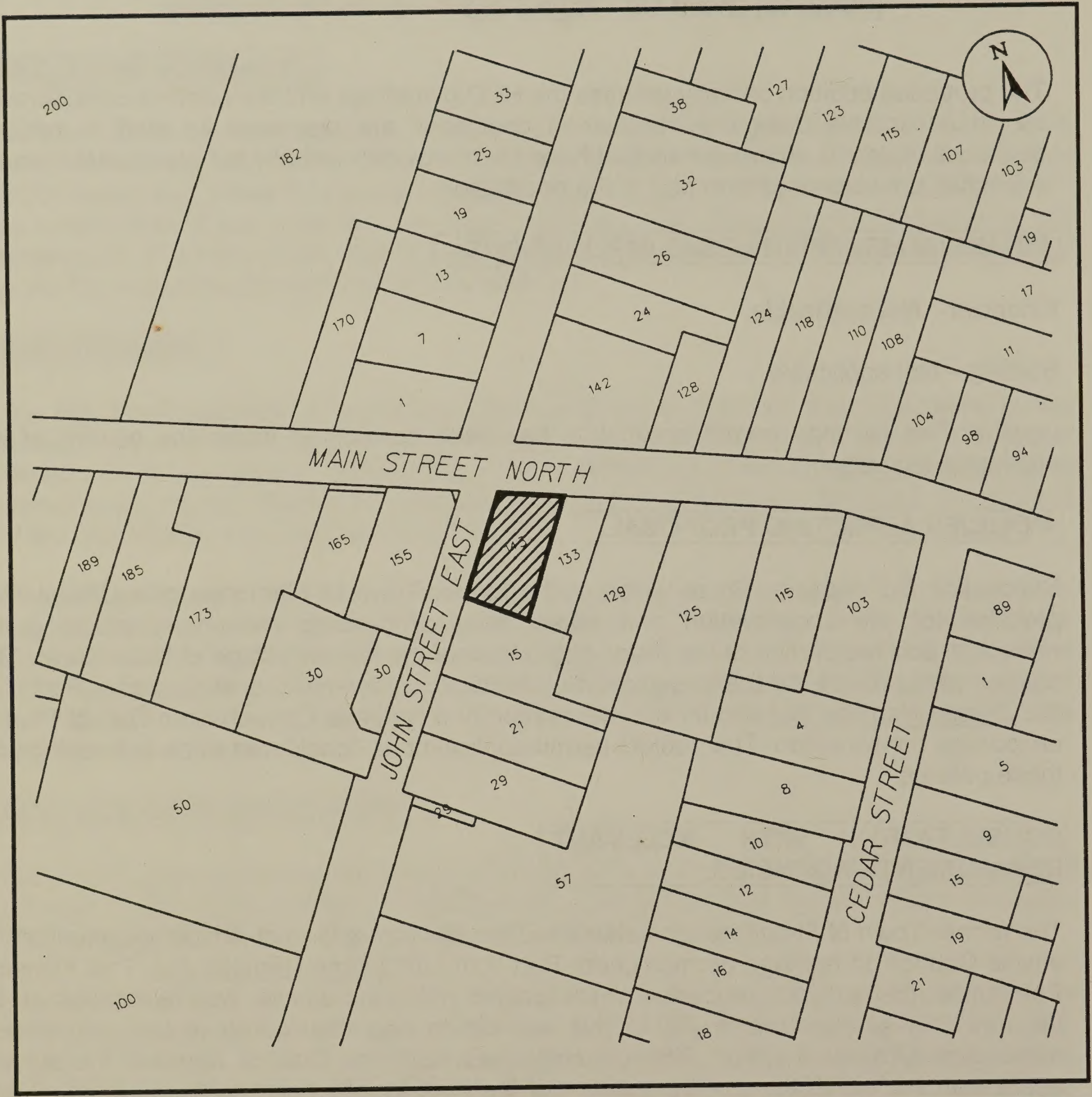
The former Town of Flamborough established the Mill Street District Advisory Committee to advise Council on heritage permits under Part V of the Ontario Heritage Act. This Advisory Committee, that includes property owners located within the district, was re-established by the new City of Hamilton in 2001. This application was considered at the committee's meeting of October 1, 2001. The committee advised that Council approve the subject application subject to the existing exterior of the front facade being recorded in black and white photography prior to construction and that the photographs be deposited with the Flamborough Archives.

CITY STRATEGIC COMMITMENT:

The application is considered to be compatible with sustainable development and the values of Vision 2020.

:DC
Attachs. (2)

Appendix A to Report PD02219
COW
November 5, 2002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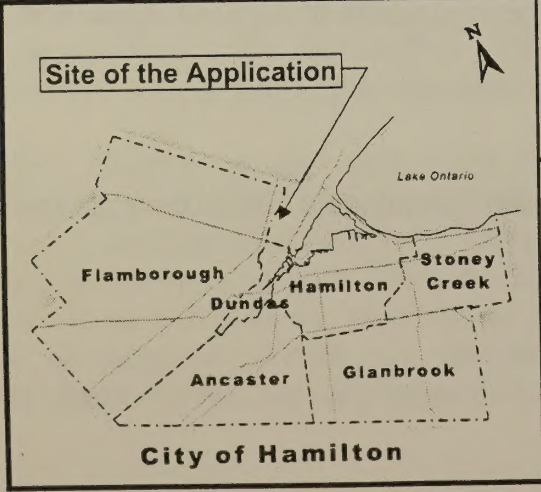

Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
143 Main Street North

Hamilton

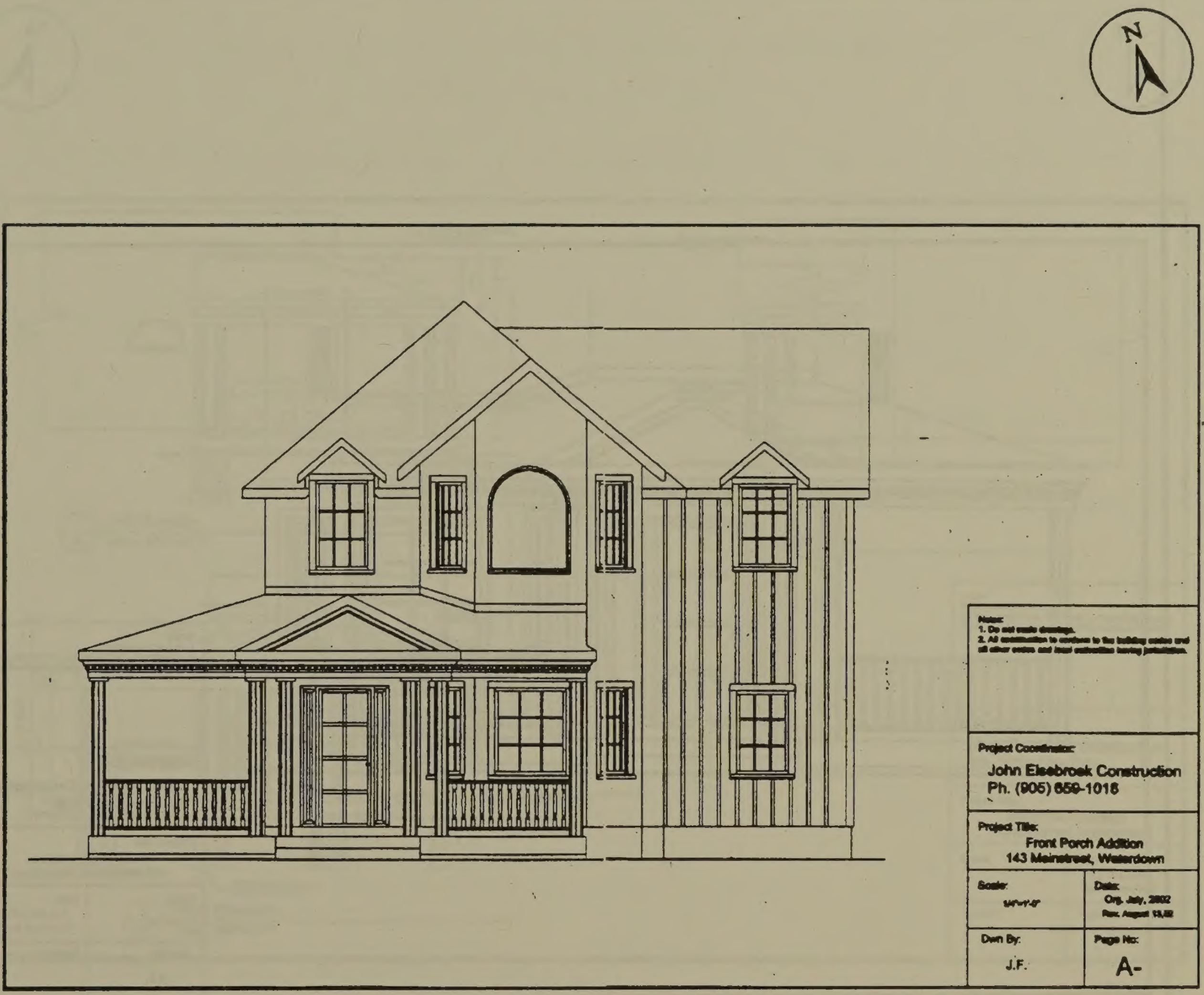
Filename/number
143 Main St. N.

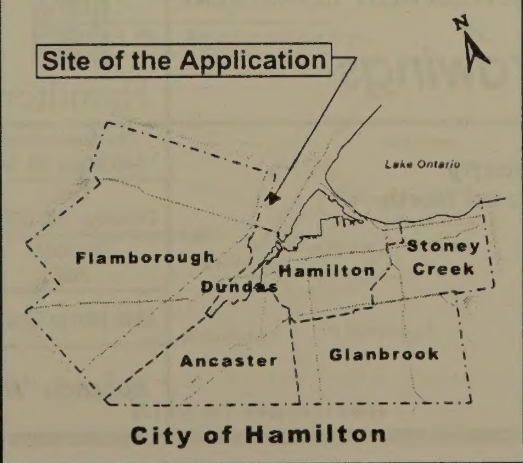
Date
October 16, 2002

Technician:
NM

Map Not to Scale

Appendix "A"


N
Notes:
Project Coordinator:
John Elsebroek Construction
Ph. (905) 659-1016
Project Title:
Front Porch Addition
143 Mainstreet, Waterdown
Scale:
1/4"=1'-0"
Date:
Org. July, 2002
Rev. August 13,02
Dwn By:
J.F.
Page No:
A-


Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Drawings

Subject Property
143 Main Street North

Hamilton

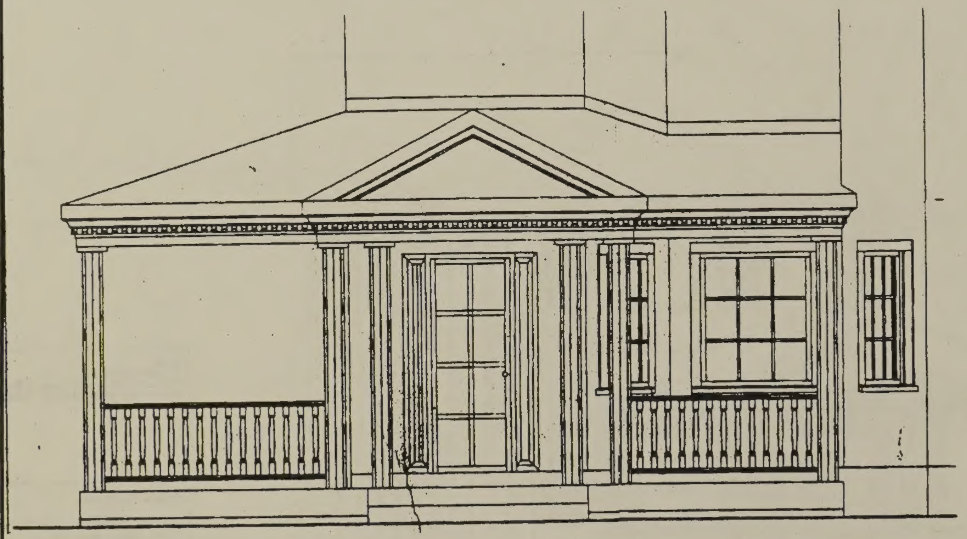
Filename/number
143 Main St. N.

Date
October 16, 2002

Technician:
NM

Map Not to Scale

Appendix "B"

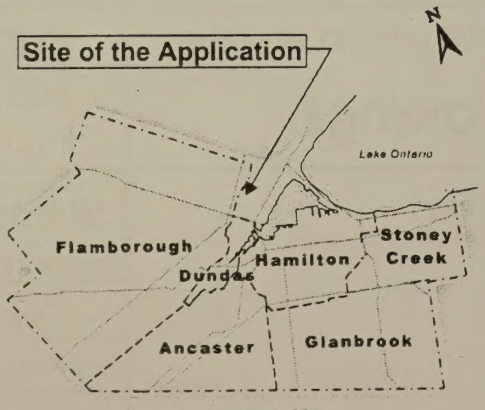


Notes:
1. Do not scale drawings.
2. All construction to conform to the building codes and all other codes and local authorities having jurisdiction.

Project Coordinator:
John Elsebroek Construction
Ph. (905) 659-1018

Project Title:
Front Porch Addition
143 Mainstreet, Waterdown

Scale: 3/8"=1'-0"	Date: Org. July, 2002 Rev. August 13,02
Dwn By: J.F.	Page No:


Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook

City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Drawings

Hamilton

Subject Property
143 Main Street North

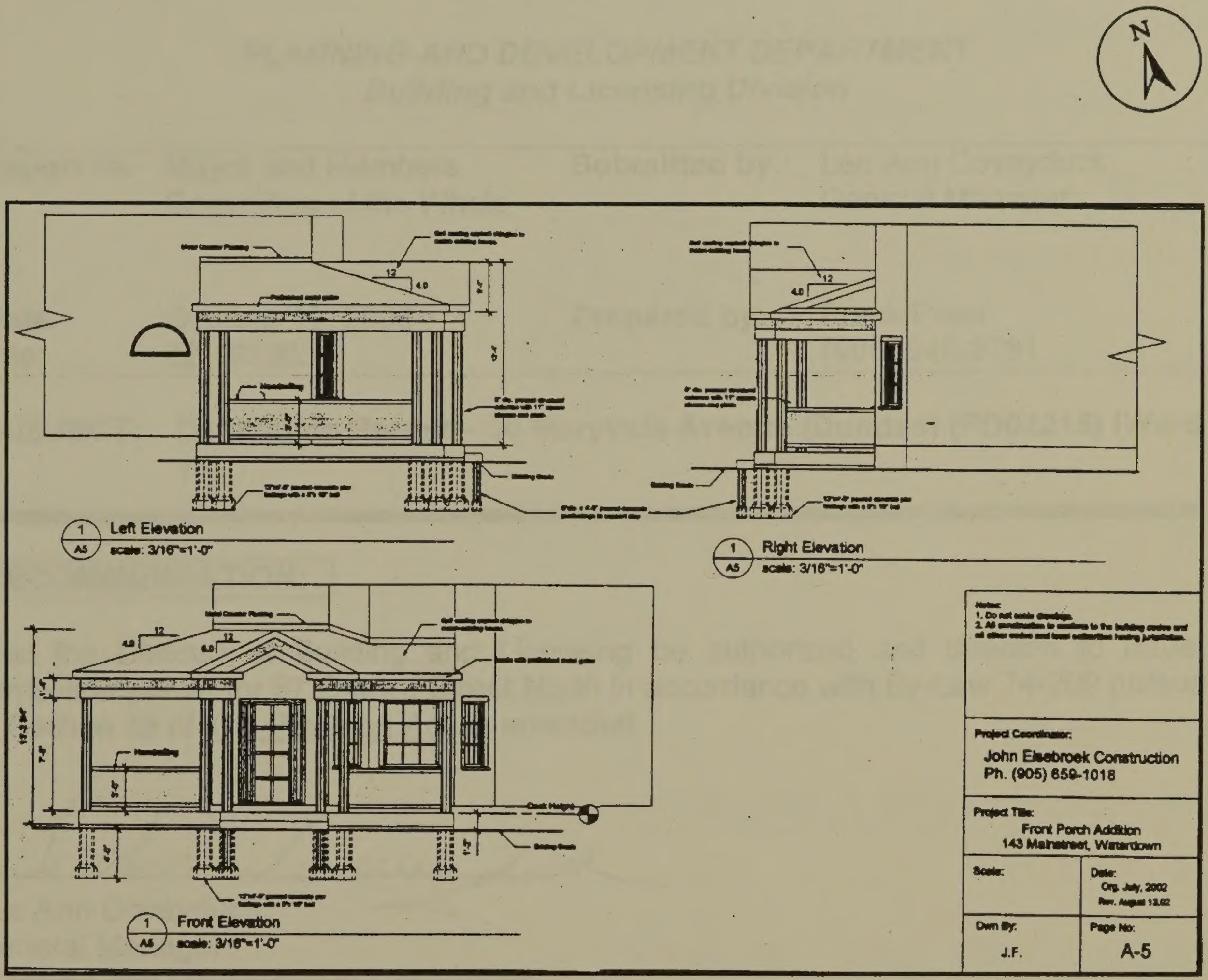
Filename/number
143 Main St. N.

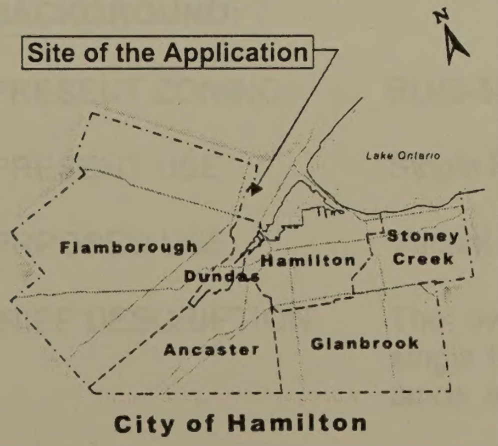
Date
October 16, 2002

Technician:
NM

Map Not to Scale

Appendix "B"


N
Left Elevation
scale: 3/16"=1'-0"
Right Elevation
scale: 3/16"=1'-0"
Front Elevation
scale: 3/16"=1'-0"
12
4.0
Handrailing
Deck Height
Notes:
1. Do not scale drawings.
2. All construction to conform to the building codes and all other codes and local authorities having jurisdiction.
Project Coordinator:
John Elsebroek Construction
Ph. (905) 659-1018
Project Title:
Front Porch Addition
143 Mainstreet, Waterdown
Scale:
Date:
Org. July, 2002
Rev. August 13,02
Dwn By:
J.F.
Page No:
A-5


Site of the Application
N
Lake Ontario
Flamborough
Hamilton
Stoney Creek
Dundas
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Drawings

Subject Property
143 Main Street North

Hamilton

Filename/number *143 Main St. N.*
Date *October 16, 2002*
Technician: *NM*
Map Not to Scale
Appendix "B"

AFFECTS WARD 13

4.10

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT

Building and Licensing Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date:	October 18, 2003	**Prepared by:**	Frank Peter (905) 546-2781
File:	02 193363		

SUBJECT: **Demolition Permit – 30 Maryvale Avenue (Dundas) (PD02215) (Ward 13)**

RECOMMENDATION:

That the Director of Building and Licensing be authorized and directed to issue a demolition permit for 87 Ottawa Street North in accordance with By-Law 74-209 pursuant to Section 33 of The Planning Act as amended.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The owners (Ministry of Transportation) are proposing to demolish the existing single family dwelling for Highway #6 improvements.

BACKGROUND:

PRESENT ZONING:	RU/S-58 (Schedule F-1, Dundas)
PRESENT USE:	Single Family Dwelling
PRPOSED USE:	Vacant Land
BRIEF DESCRIPTION:	The owner is seeking approval to demolish the existing single family dwelling for Highway #6 improvements. These lands are in the Guelph neighbourhood and are located in

Ward 13. Please see attached location map shown as Attachment A to Report PD02215.

No LACAC interest. Lot size 51.8m x 61.1m

The owner of the property, as per the demolition permit application, is:

Ministry of Transportation
1201 Wilson Avenue
Downsview, ON M3M 1J8

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – N/A

Staffing – N/A

Legal – N/A

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

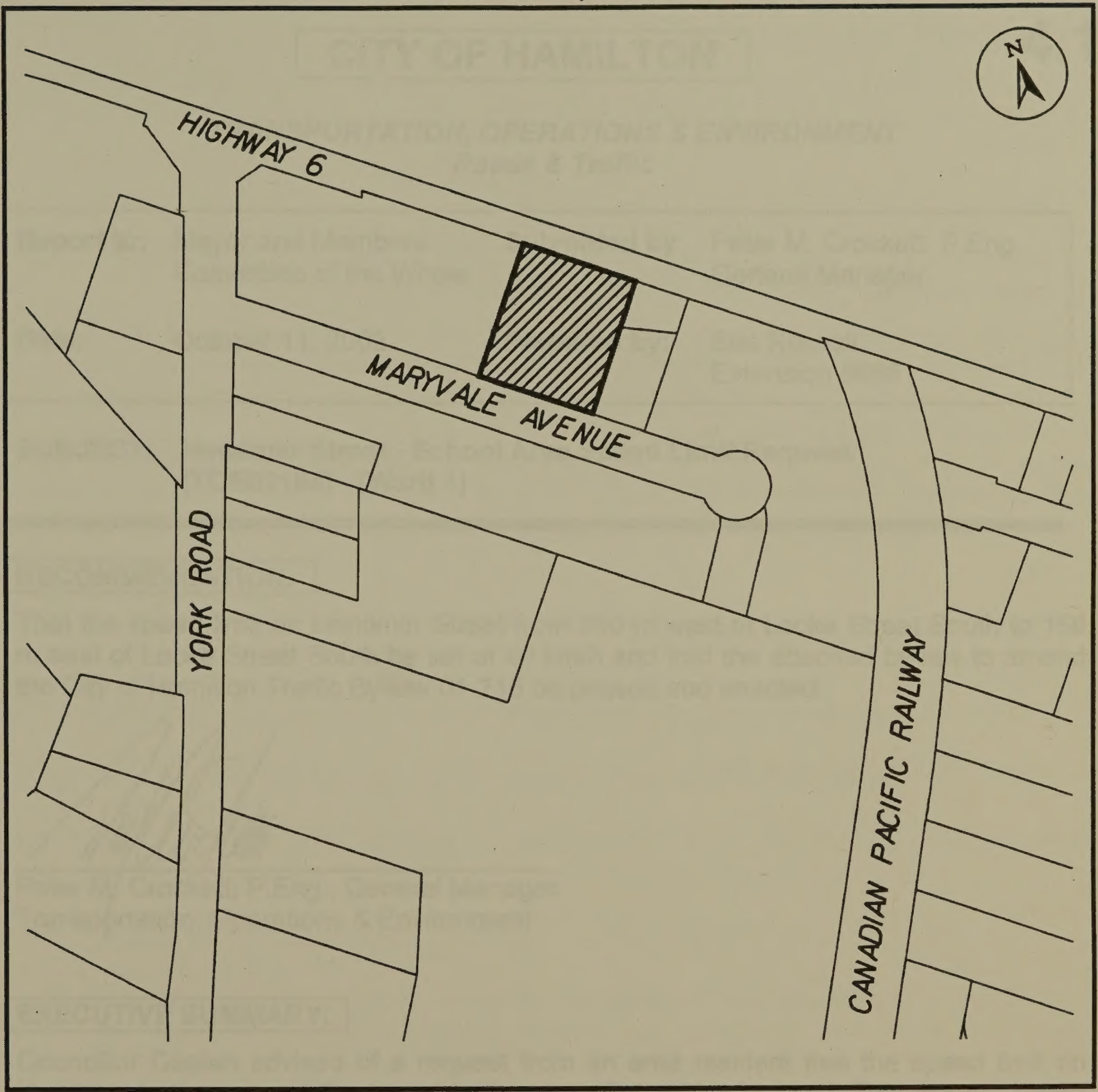
N/A

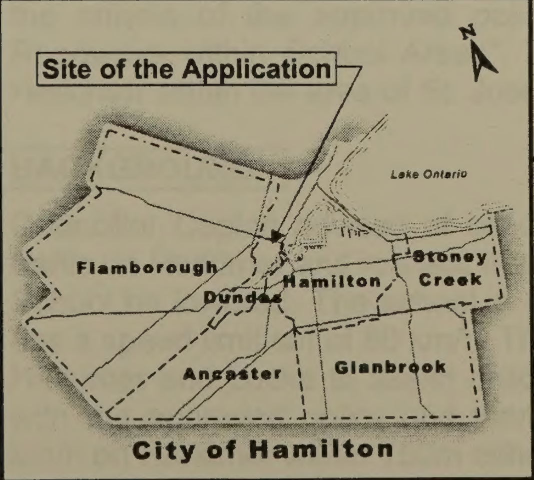
CITY STRATEGIC COMMITMENT:

This property is not listed on the City's inventory list as being of interest to the Local Architectural Conservation Advisory Committee (L.A.C.A.C.), therefore, there are no issues with heritage preservation.

:FP
Attach. (1)

Attachment A to Report Pd02215


N
HIGHWAY 6
MARYVALE AVENUE
YORK ROAD
CANADIAN PACIFIC RAILWAY


N
Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

Hamilton

▨ **Subject Property**
30 Maryvale Avenue
Former Town of Dundas

Filename/number
Pd02215

Date
October 15, 2002

Technician:
MC

Map Not to Scale

Appendix "A"

AFFECTS
WARD 1

4.11

CITY OF HAMILTON

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	October 11, 2002	**Prepared by:**	Sue Russell Extension 5660

SUBJECT: **Herkimer Street - School Area Speed Limit Request (TOE02194) - (Ward 1)**

RECOMMENDATION:

That the speed limit on Herkimer Street from 290 m west of Locke Street South to 150 m east of Locke Street South be set at 40 km/h and that the attached by-law to amend the City of Hamilton Traffic By-law 01-215 be passed and enacted.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Councillor Caplan advised of a request from an area resident that the speed limit on Herkimer in the area of St. Joseph's Separate School be lowered. The request meets the criteria of the approved policy for "Setting Speed Limits on City of Hamilton Roadways within School Areas". Therefore, staff supports setting the speed limit on Herkimer within the area of St. Joseph's School at 40 km/h.

BACKGROUND:

Councillor Caplan advised of concerns from an area resident regarding the speed of traffic on Herkimer and request that the speed limit in the area of St. Joseph's Separate School be lowered. The school is on Herkimer between Locke and Dundurn. Herkimer has a speed limit set at 50 km/h. There is a School Crossing Guard at the intersection of Herkimer and Locke to assist children crossing in this area. The request is in keeping with the approved policy and therefore, staff supports lowering the speed limit to 40 km/h on Herkimer within 150m either direction of the school property.

ANALYSIS OF ALTERNATIVES:

One alternative would be to do nothing. However, the 40 km/h speed limit highlights the presence of the school, and the school age children, and therefore increases their safety.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in regular current accounts to cover the cost of manufacturing, erecting and maintaining the required signs.

POLICIES AFFECTING PROPOSAL:

The subject recommendation is in keeping with the approved policy for “Setting Speed Limits on City of Hamilton Roadways”.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The full-time 40 km/h speed limit highlights the presence of the school and the school children, and therefore increases their safety.

Attached: Key Map & By-law

Authority: Item , Name of Committee
Report
CM: Date

Bill No.

CITY OF HAMILTON

BY-LAW NO. _______

To Amend By-law No. 01-215 Being a By-law to Regulate Traffic

WHEREAS Section 210(123) of the Municipal Act, R.S.O. 1990, Chapter M.45, as amended, confers upon the councils of all municipalities the power to enact by-laws for regulating traffic on highways subject to the Highway Traffic Act;

AND WHEREAS Section 314(7) of the Municipal Act confers upon councils of all municipalities the power to enact by-laws to provide for placing, regulating and maintaining upon the public highways traffic signs for the purpose of guiding and directing traffic;

AND WHEREAS on the 18th day of September, 2001, the Council of the City of Hamilton enacted By-law No. 01-215 to regulate traffic;

AND WHEREAS it is necessary to amend By-law No. 01-215;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. Schedule 2 (Speed Limits) of By-law No. 01-215, as amended, is hereby further amended by adding to Section "E" thereof the following item, namely:

"Herkimer	290m west of Locke	150m east of Locke	40"

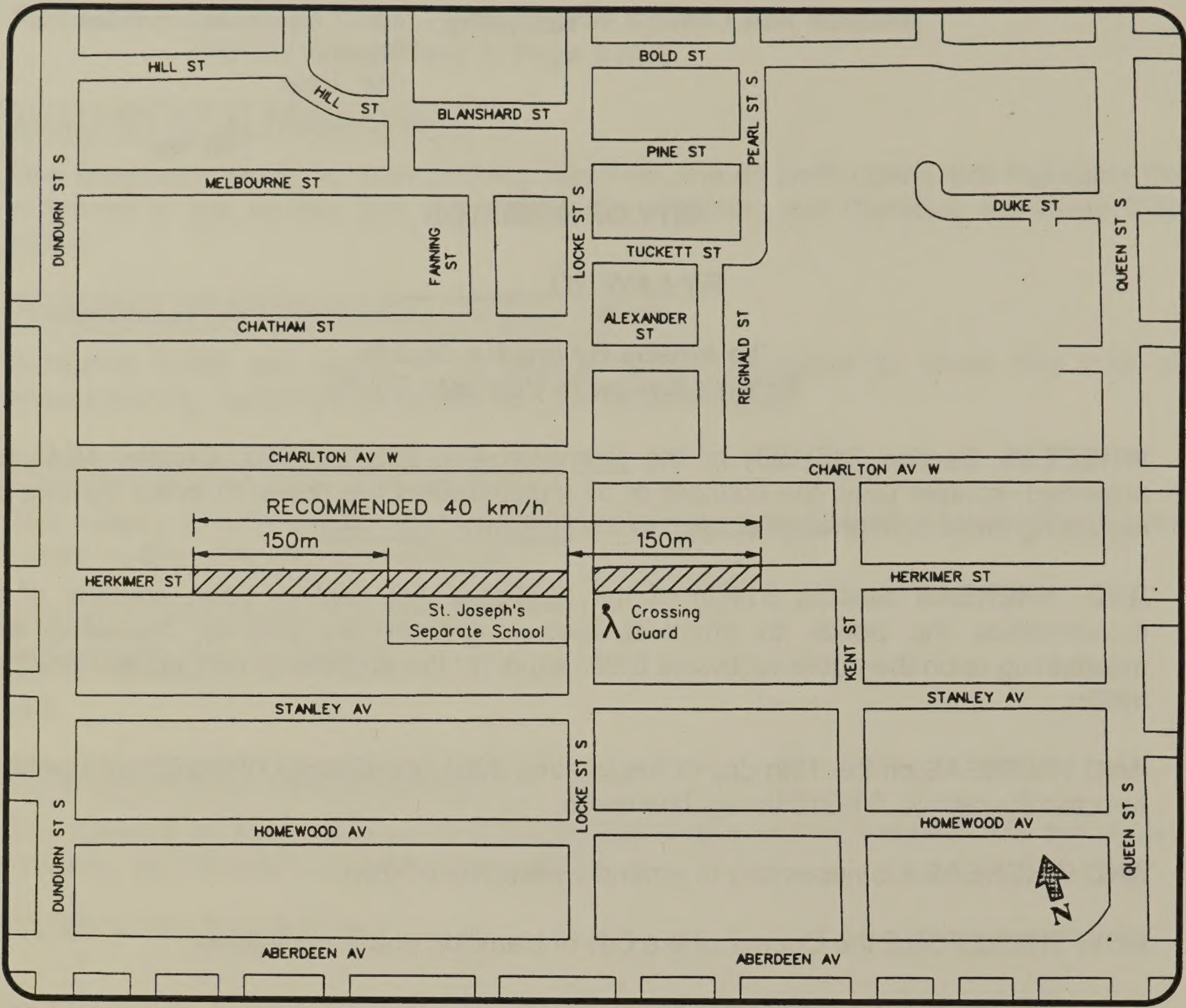
2. Subject to the amendments made in this By-law, in all other respects, By-law No. 01-215, including all Schedules thereto, as amended, is hereby confirmed unchanged.

3. This By-law shall come into force and take effect on the date of its passing and enactment.

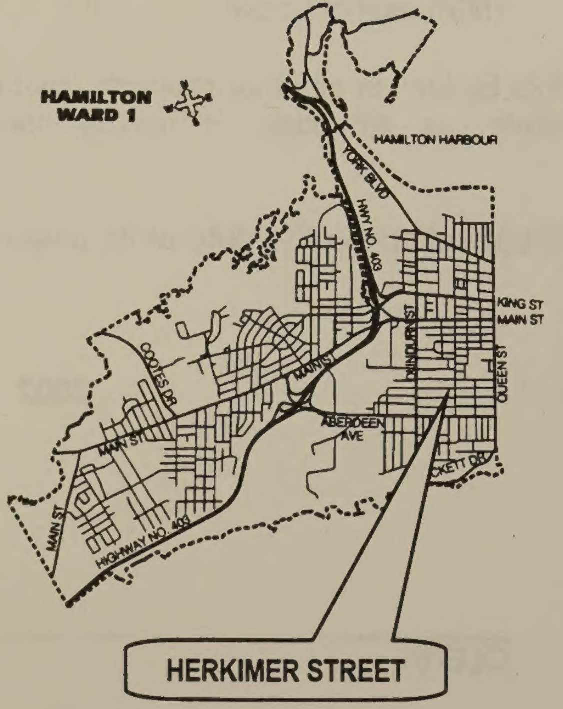
PASSED and ENACTED this day of , 2002

MAYOR

CLERK


HILL ST
HILL ST
BLANSHARD ST
BOLD ST
PINE ST
PEARL ST S
DUNDURN ST S
MELBOURNE ST
FANNING ST
LOCKE ST S
TUCKETT ST
DUKE ST
QUEEN ST S
CHATHAM ST
ALEXANDER ST
REGINALD ST
CHARLTON AV W
CHARLTON AV W
RECOMMENDED 40 km/h
150m
150m
HERKIMER ST
HERKIMER ST
St. Joseph's Separate School
Crossing Guard
KENT ST
STANLEY AV
STANLEY AV
LOCKE ST S
HOMEWOOD AV
HOMEWOOD AV
QUEEN ST S
DUNDURN ST S
N
ABERDEEN AV
ABERDEEN AV

KEY MAP


HAMILTON WARD 1
HAMILTON HARBOUR
YORK BLVD
HWY NO 403
KING ST
MAIN ST
DUNDURN ST
QUEEN ST
COOTES DR
MAIN ST
ABERDEEN AVE
CKETT DR
MAIN ST
HIGHWAY NO. 403
HERKIMER STREET

LOCATION PLAN

RECOMMENDED
SPEED LIMIT CHANGES:
HERKIMER STREET
150m EAST & WEST OF
ST.JOSEPH'S SEPARATE SCHOOL
CITY OF HAMILTON
TRANSPORTATION, OPERATIONS & ENVIRONMENT

LEGEND

▨

SUBJECT ROAD

SCALE	DATE
NOT TO SCALE	**2002-10-11**

REFERENCE FILE NO: **TOE02194**

AFFECTS
WARD 11

CITY OF HAMILTON

4.12

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	October 11, 2002	**Prepared by:**	Tara Clayton Extension 5675

SUBJECT: **Eleventh Road at Green Mountain Road - Stop Control (TOE02193) – (Ward 11)**

RECOMMENDATION:

(a) That northbound stop control be implemented at the "T" type intersection of Eleventh Road and Green Mountain Road; and

(b) That the existing eastbound stop control at the "T" type intersection of Green Mountain Road and Eleventh Road be removed; and

(c) That the attached by-law to amend the City of Hamilton Traffic By-law 01-215 be passed and enacted; and

(d) That the installation of rumble strips on the south leg of Eleventh Road approaching Green Mountain Road be approved.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Staff has reviewed an option to alter the stop control at the intersection of Eleventh Road and Green Mountain Road. Staff support introducing a stop on the stem of the "T" and removal of the existing eastbound stop on Green Mountain Road, as it will better represent the expected operation of this type of intersection.

BACKGROUND:

The information/recommendations contained within this report primarily affect Ward 11.

Staff received an inquiry from a resident on Green Mountain Road regarding the increase in truck traffic related to Vinemount Quarry. A request to relocate the existing truck route was addressed in a previous report to Council (HSC April 17, 2002). The intersection of Eleventh Road and Green Mountain Road was also identified as a safety concern. Subsequently, an intersection analysis indicated that the intersection safety at Eleventh Road and Green Mountain Road could potentially improve if the stop control were changed from the west leg to the south leg. This would better reflect a typically expected traffic control at 'T' type intersections. The stop control change would include the removal of the stop sign for eastbound traffic and the installation of stop control for the northbound traffic. In order to help address a poor weather related collision pattern, the stop sign and the stop ahead sign would be manufactured with diamond grade reflective sheeting. This will improve visibility of the signs in fog and rain conditions, as the manufacturer claims that the sheeting has microprismatic lenses that are highly visible during the daytime, twilight, night-time, and in inclement weather. The installation of saw cut rumble strips on Eleventh Road northbound approaching Green Mountain Road will also be implemented to help notify the driver of the new stop controlled intersection ahead.

An additional benefit of the proposed intersection control change would see reduced braking activity from heavy trucks returning eastbound from Vinemount Quarry. Currently heavy trucks generally travel eastbound along Green Mountain Road when travelling from the quarry to Eleventh Road, the designated truck route, and must stop at the intersection. Removing the eastbound stop will help to improve the noise and pollution levels for area residents, in addition to decreased road surface wear, as the turning movements become free flowing.

The subject intersection is a "T" type intersection with stop control on the west leg of the intersection. There have been seven reported collisions in the last five years at this intersection, all of which occurred during 2000 and 2001 in fog or rain conditions. Staff supports the principle of stopping one direction of traffic, usually the stem, at "T" type intersections instead of stopping the thru movement, which may not be clearly understood or expected by all motorists. Therefore, staff recommends that northbound traffic on Eleventh Road be required to stop for eastbound and westbound traffic on Green Mountain Road.

ANALYSIS OF ALTERNATIVES:

One alternative to the recommendation would be to take no action on the implementation of changing the stop control. The subject intersection is presently stop controlled for eastbound traffic and has operated this way since construction, approximately 30+ years. There have been seven reported collisions at this intersection, with the common factor being rain or fog and none are due to the stop control, which indicates that the intersection is operating satisfactorily with the existing traffic control. A flashing light on the checker board sign and/or the advance curve warning sign would highlight the warning sign for drivers during inclement weather conditions. All-way stop control was considered but did not meet the minimum requirements in the City's all-way stop policy.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in regular current accounts to cover the cost of manufacturing, erecting and maintaining the required signs.

POLICIES AFFECTING PROPOSAL:

All-way stop control is not supported by the City's policy on all-way stop.

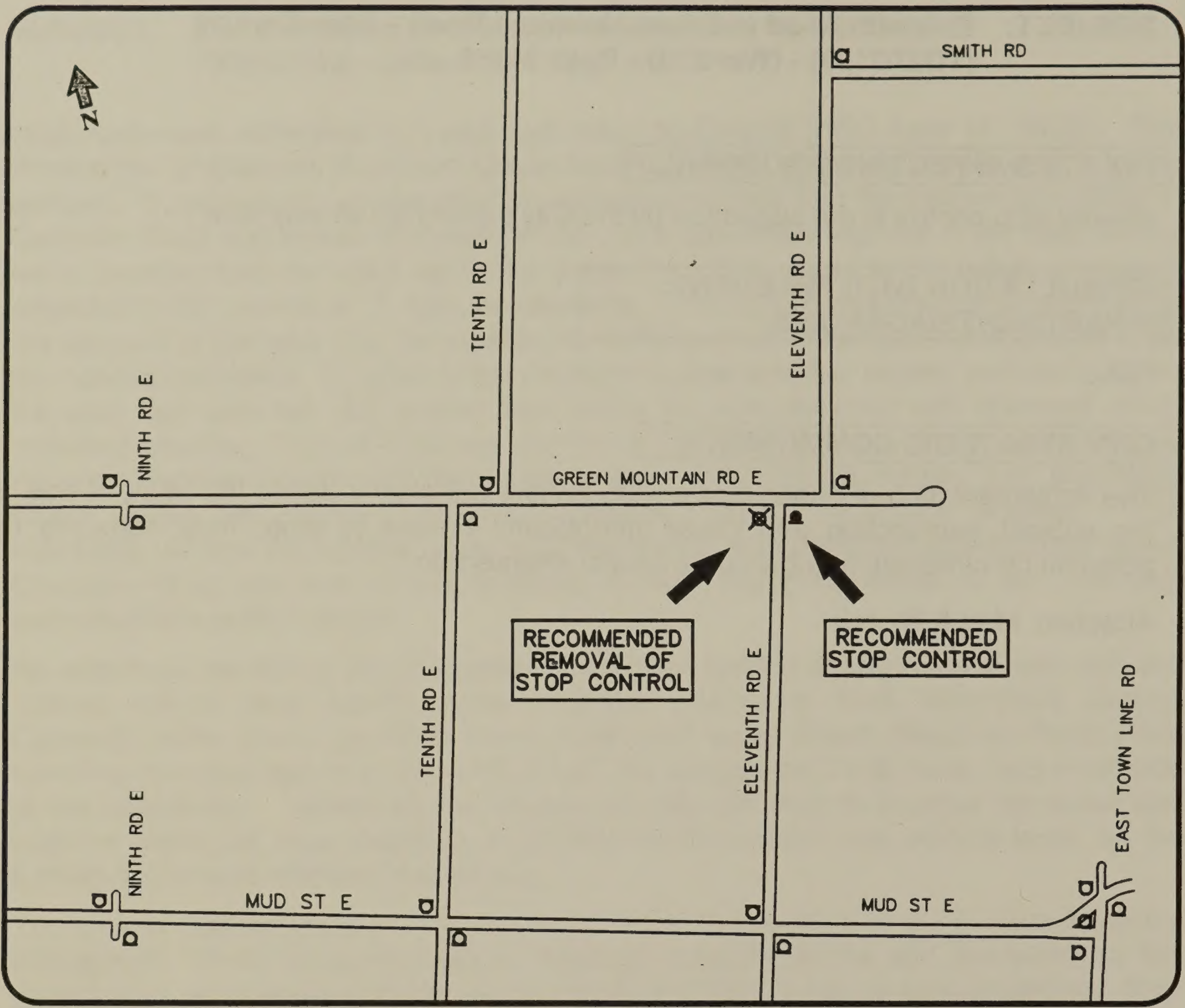
CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The implementation of changing the stop control will clearly define the "right-of-way" at the subject intersection and cause northbound drivers to stop, thus, reducing the potential for collisions and providing a safer intersection.

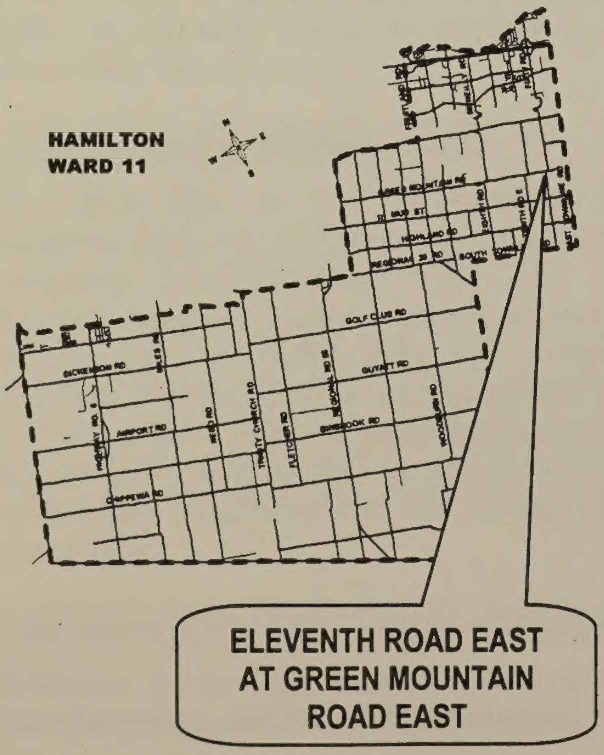
Attached: Map & By-law


N
SMITH RD
NINTH RD E
TENTH RD E
ELEVENTH RD E
GREEN MOUNTAIN RD E
TENTH RD E
ELEVENTH RD E
EAST TOWN LINE RD
NINTH RD E
MUD ST E
MUD ST E

RECOMMENDED REMOVAL OF STOP CONTROL

RECOMMENDED STOP CONTROL

KEY MAP


HAMILTON
WARD 11

ELEVENTH ROAD EAST AT GREEN MOUNTAIN ROAD EAST

LOCATION PLAN

STOP CONTROL:
NORTHBOUND
ELEVENTH ROAD EAST AT
GREEN MOUNTAIN ROAD EAST

CITY OF HAMILTON
TRANSPORTATION, OPERATIONS & ENVIRONMENT

LEGEND

➡ SUBJECT INTERSECTION

RECOMMENDED		EXISTING	
●	TRAFFIC SIGNAL	○	TRAFFIC SIGNAL
●	STOP SIGN	○	STOP SIGN
▼	YIELD SIGN	▽	YIELD SIGN

SCALE	DATE
NOT TO SCALE	2002-10-17

REFERENCE FILE NO: TOE02193

Authority: Item , Name of Committee
Report
CM: Date

Bill No.

CITY OF HAMILTON

BY-LAW NO. ________

To Amend By-law No. 01-215
Being a By-law to Regulate Traffic

WHEREAS Section 210(123) of the Municipal Act, R.S.O. 1990, Chapter M.45, as amended, confers upon the councils of all municipalities the power to enact by-laws for regulating traffic on highways subject to the Highway Traffic Act;

AND WHEREAS Section 314(7) of the Municipal Act confers upon councils of all municipalities the power to enact by-laws to provide for placing, regulating and maintaining upon the public highways traffic signs for the purpose of guiding and directing traffic;

AND WHEREAS on the 18th day of September, 2001, the Council of the City of Hamilton enacted By-law No. 01-215 to regulate traffic;

AND WHEREAS it is necessary to amend By-law No. 01-215;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. That **Schedule 5 (Stop Signs)** of By-law No. 01-215, as amended, is hereby further amended by adding to Section "F" the following items, namely:-

" Eleventh Road (west leg)	Northbound	Green Mountain Road"

2. Subject to the amendments made in this By-law, in all other respects, By-law No. 01-215, including all Schedules thereto, as amended, is hereby confirmed unchanged.

3. This By-law shall come into force and take effect on the date of its passing and enactment.

PASSED this day of A.D. 2002

MAYOR

CITY CLERK

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

4.13

CORPORATE SECRETARIAT
Customer Service Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Anne Louise Heron Executive Director
Date:	October 22, 2002	**Prepared by:**	Verna Radford x6155 Jane Lee x2654

SUBJECT: **Customer Contact Centre Implementation of 2002 Budget Decisions (CSE02024a) (City Wide)**

RECOMMENDATION:

That Report CSE02024a be received for information.

Anne Louise Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

Staff reductions at the Customer Contact Centre required by the 2002 budget are taking place in accordance with a plan, encouraging and assisting employees where possible to find alternate employment. Call volumes have decreased slightly over last year's call volume and service indicators show decreased service levels in the third quarter. Steps have been taken to adjust the duties and shifts slightly to better enable the staff to handle the calls with current resources.

BACKGROUND:

During the 2002 budget deliberations, the staffing level at the Customer Contact Centre was reduced by 7 customer service representatives (from 30 to 23). A staff reduction plan was put in place, knowing that layoffs would occur at year's end, if sufficient employees were not successful in finding alternate employment within the organization.

Staff are being encouraged to apply for other positions in the City. The Division, in conjunction with the Human Resources Department, provided training opportunities to all employees in this section on resume writing and interview skills.

At the end of September, there were 26 employees working in the Centre, by the end of December this number will be 23.

Service Level Changes

As requested during budget deliberations, members of Council asked to be kept informed of the changes in service levels resulting from the reduction in staff.

Several factors contribute to the service levels at the Customer Contact Centre. Fewer staff available to handle calls, and variation in call length contribute to changes in service levels.

The following is a comparison of the 2001 and 2002 call-handling results, reflecting the total calls coming into the Centre (calls offered), the number of calls handled in less than 20 seconds, the grade of service, the number and percentage of abandoned calls and the average speed of answer (ASA).

Quarter	Calls Offered	Calls Answered < 20 seconds	GOS *	Abandoned Calls	% Abandoned	Average Speed of Answer (seconds)
Jan – Mar	85,226	82,766	97%	466	.54%	2
Apr – June	117,719	109,760	93%	824	.70%	4
Jul – Sept	121,294	105,802	86%	1,793	1.48%	8
SUB-TOTAL YTD 2001	**324,239**	**298,348**		**3,083**	**0.91%**	
Oct – Dec	99,567	89,952	89%	1,240	1.25%	7
TOTAL YEAR 2001	**423,806**	**388,280**		**4,323**	**1.02%**	
Jan – Mar	95,273	91,783	96%	396	.41%	3
Apr – June	117,047	89,095	76%	3,631	3.10%	18
Jul – Sept	93,833	79,913	85%	1,514	1.60%	10
SUB-TOTAL YTD 2002	**305,153**	**260,791**		**5,541**	**1.70 %**	

* GOS: Grade of Service =% of calls answered within 18 Seconds

The Customer Contact Centre third quarter report for 2002 shows a decrease in call volumes of 6% over the same period last year. This decrease may be attributed to several causes, including decrease in the number of Tax Calls and fewer new City of Hamilton program initiatives in the third quarter than in 2001.

Staffing level reductions, and an increase in call length due to the complexity of answers of new program inquiries have resulted in a decrease in service levels for the centre. The average speed of answer in the first quarter of 2002 was three seconds in comparison to 18 seconds in the second quarter and 10 seconds in the third quarter of 2002. Customer response to the increased wait is indicated through the increase in abandoned calls from 396 in the first quarter to 3,631 in the second quarter and 1,531 in the third quarter.

The scope of work at the Customer Contact Centre has incrementally increased. All bulk garbage pick up, white goods pick up and accelerated water meter installations are now logged at the Centre. In addition, the Centre became involved in answering inquiries for several new and enhanced programs in the first half of 2002, prior to budget approval. These programs include the solid waste master plan waste management program, and universal and accelerated water meter installations, smoking by-law changes, heat alert and tax changes with respect to the elderly tax credit. Also, by the third quarter of 2002, Customer Service Representatives have answered approximately 1,300 e-mail inquiries for info@city.

Projected Implications

The full impact of the reduction in staffing will not be realized until there is a decrease of 7 employees at the Customer Contact Centre. This will happen by December 31st 2002. It is predicted that final reductions will result in service level decreases with an average speed of answer on a typical day of 59 seconds and that 50% of all calls will be answered within 30 seconds. Regular performance reports will be provided to monitor the performance projections against actual performance.

To decrease the impact of the reduced number of customer service representatives, afternoon debriefings have been cancelled and replaced with a weekly employee meeting allowing for an additional forty five minutes on the phones for each Customer Service Representative during the week. In addition, as the staff continue in their positions, they have improved in their call-handling ability. These adjustments to service delivery have together reduced the impact of the changes in staff levels.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The number of Customer Service Representatives working at the Customer Contact Centre will be 23 by the end of December.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The Customer Contact Centre provides the public with an opportunity to call one number for all services associated with the City of Hamilton and its partners, providing quality community service.

CITY WIDE IMPLICATIONS

4.14

CITY OF HAMILTON

CORPORATE SECRETARIAT
Customer Service

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Anne Louise Heron, Executive Director
Date:	October 22, 2002	**Prepared by:**	Maxine Carter (x6419) Jane Lee (x2654)

SUBJECT: Update on Access and Equity Activities and Initiatives (CSE02026) (City Wide)

RECOMMENDATION:

That Report CSE02026 be received for information.

Anne Louise Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

City Council and staff of the City of Hamilton have shown commitment to recognizing the diverse needs of the community by creating the position of Access and Equity Co-ordinator with terms of reference outlining roles and responsibilities. The commitment is further strengthened because there is also a staff committee identified to work with the position and roles and responsibilities of each department are also outlined. There are many steps to be taken to put together a detailed plan, addressing anti-racism initiatives, the requirements of the Ontarians with Disabilities Act, and all other areas of accessibility and equity related to the City's policies, programs and service delivery. This report serves to outline the initial plan for addressing accessibility and equity matters, and to report on activities to date.

BACKGROUND:

On October 2, 2001, Council approved the creation of an Access and Equity Office and the hiring of an Access and Equity Co-ordinator. In addition, on November 27, 2001, the terms of reference delineating the roles for the Access and Equity Co-ordinator, the Staff Access and Equity Support Committee and the role for the departments was approved by Council. Recruitment took place in the fall and early spring with the assistance of an Access and Equity Officer from the City of Toronto. Maxine Carter was hired and commenced employment with the City of Hamilton as the Access and Equity Co-ordinator on April 2, 2002.

The roles and responsibility for the Access and Equity Office is attached as Appendix A.

Since that time, a number of initiatives have commenced. A draft work plan was established which reflects the need for understanding and familiarity of the functioning of the City, availability to citizens to assist with issues related to equity and accessibility to the City's services, and support to the volunteer committees.

On August 6, 2002, Committee of the Whole requested an update on the plan for Access and Equity and initiatives underway to date.

The draft plan of action, together with activities to date is attached as Appendix B.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

POLICIES AFFECTING PROPOSAL:

A review of existing policies in the City of Hamilton has taken place. Part of the audit of access and equity initiatives being undertaken by the Access and Equity Support Committee is to identify existing policies, processes, programs, services and practices which address issues of access and equity. A literature review of existing policies in other organizations and governments is also underway. Policies that focus on issues of diversity including those of accessibility will be brought forward in the future, after consideration by the Access and Equity Support Committee and by pertinent volunteer committees and community groups.

The Ontarians with Disabilities Act, specifically the provisions related to municipalities, affects the focus of the work to be accomplished. In addition to Council's priority on anti-racism, the requirement for the City to produce an Accessibility Plan pursuant to this act by the end of September, 2003, and to annually produce a revised plan thereafter, will require concerted effort from all participants, and departments.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

On an ongoing basis, city initiatives and concerns about service delivery or policy documents are discussed at the Access and Equity Support Committee, and volunteer committees, such as the Seniors Advisory Committee, the Advisory Committee for Persons with Disabilities, and the Committee against Racism. It is expected that increased consultation with these groups and with other community groups will take place in the future.

CITY STRATEGIC COMMITMENT:

Organizational change can only be successful if there is strong support from those in decision-making positions and if financial and human resources are allocated to the process (access and equity initiatives). The organization's business goals and expectations must also be clearly communicated to all staff for buy in and proper implementation. The seriousness of the commitment is then reflected in departmental goals, strategies, linkages, accountabilities, timeframes and identified resources. Finally, regularly scheduled evaluations must be part of the plan to track progress and identify the milestones. The accountability to carry out these expectations must also be clearly articulated and should be reflected in performance measures for individuals, departments and the organization.

Access and equity initiatives particularly support the values of respect for the needs of all residents, for all viewpoints, and for the diversity of our community, as well as compassion, sensitivity to and meeting the requirements of all residents with special needs and interests, and those less fortunate. In addition, the values of leadership, integrity, teamwork, and sustainability are reflected in the principles of access and equity. Access and equity initiatives contribute to meeting Council's goal of becoming a Great City in which to Live, by working towards providing quality community services which honour community identity and varying needs and circumstances, as well as supporting people in need, with care. They also contribute to meeting the goal of becoming a City where People come First, by ensuring that there is an inclusive process for community members to share their views and contributions to the City.

APPENDIX A

ACCESS & EQUITY OFFICE

Roles & Responsibilities

- review existing access and equity policies & procedures for the City of Hamilton and develop and recommend for implementation new policies and procedures as required
- identify barriers within City services, programs and policies
- encourage community involvement in assessing and implementing City programs
- develop, in assistance with departmental staff, strategies and action plans to eliminate barriers and ensure equitable and accessible services
- liaise with community groups of targetted communities regarding emerging issues and community initiatives and assist them with civic understanding and involvement
- fulfil liaison role to applicable volunteer advisory committees, including the Committee Against Racism
- encourage partnerships with other community agencies in joint initiatives concerning community profiles, needs and solutions
- provide advice to Council and City staff with respect to human rights, anti-racism and community initiatives, needs and trends
- identify training needs and provide education and training support by assisting with design of the training and selection of trainers, in conjunction with the Human Resources Department
- investigate human rights complaints from citizens, report findings and make recommendations for remedy
- co-ordinate activities of Access & Equity Support Committee
- undertake, in co-operation with departments, reviews of new and existing policies and programs to identify and eliminate systemic discrimination
- identify and maintain an inventory of initiatives/activities provided by various departments to enhance access to services by targetted communities
- undertake or coordinate research impact analyses of City initiatives and responses to racism and other forms of discrimination to ensure desired results are being achieved

APPENDIX B

ACCESS AND EQUITY ACTIVITIES AND INITIATIVES
September 25, 2002

	PLAN OF ACTION	Action to Date
1.	Obtain familiarity with current structures, functions, policies, procedures, processes and programs and services in the City of Hamilton. This will include a review of policies and procedures from the seven municipalities including those of the new City of Hamilton, meeting with managers and directors to get a broad understanding of internal structure, culture and their roles and responsibilities.	• Review of Human Resources Policies & Procedures still in progress. Part of the HR Policy Review Group. • Met with City Manager • Involved in the business planning process
2.	Develop a Draft Corporate Diversity Policy and Anti-racism Policy in conjunction with Corporate Management Team, Access and Equity Support Committee and volunteer committees to be adopted by City Council.	• Background work in progress • Expected date Summer 2003
3.	Develop a resource library for Access and Equity office and for staff use.	• In early stages of development.
4.	Develop web linkage to house information concerning Volunteer Committees terms of reference and minutes, as well as educational material and relevant information for staff and members of the public.	• In progress. Working with Communications to get a link on the City web page.

PLAN OF ACTION	Action to Date
5. Reconvene Access and Equity Support Committee to assist with development of the implementation plan for Access and Equity, report back regularly on progress (monitoring) and assist with the evaluation of the strategies.	• Committee started meeting August 2002. • Terms of Reference developed November 2001.
6. With the assistance of the Access and Equity committee, develop a plan to centre access and equity as paramount in the new City of Hamilton. • Summary of all existing equity and access initiatives, policies and procedures in the former municipalities and the City of Hamilton. • Develop a Diversity Perspective for all City of Hamilton. • Recommend development and implementation of access and equity policies, procedures and processes for the City of Hamilton. • Develop and implement mechanisms for community input and participation. • Develop templates for departmental use to report on access and equity initiatives.	• Committee presently conducting an organization-wide audit of access and equity initiatives, policies, procedures, programs and services. Expected date for completion: Mid December 2002. • Development of an Access and Equity Work Plan by January 2003.

	PLAN OF ACTION	Action to Date
7.	Support to Corporate Secretariat Volunteer Committees': • Attend committee meetings. • Acting as Committee liaison to Committee Against Racism, Advisory Committee on Immigrants and Refugees, Advisory Committee for Persons with Disabilities, Aboriginal Advisory Committee. • Provide consulting function to all committees as necessary • All committees act as a resource to the Access & Equity office, e.g. review of policies and procedures, programs and services and recommend improvements. • Assisting with the review of gap areas and develop a plan to reach diverse communities and ensure access in operational, planning and service delivery. • Assist with development of Climate Surveys, Internal Assessments, Barrier Analysis, etc. • Ensure committee has input in the development of an outreach plan for traditionally marginalized communities, isolated communities and human rights protected groups.	• Volunteer Committees have been meeting monthly since March 2002. • All committees have developed terms of reference which have been adopted by Council. • All committees have committed to general directions and/or a work plan for at least the next 12 months. • Provide ongoing consultation and support to the committees on a regular basis. • Committees reviewing with intention to give feedback concerning the HR Matters report, implementation ideas of Parks, Culture and Recreation Master plan and the Community Forum on Immigrant and Refugees.
8.	Identification of training needs and development of staff education and training plan for anti-racism and diversity issues. Assist Human Resources staff with the design of training and selection of trainers/facilitators.	• Project outline being developed. Initiative to start early in 2003. Subject to budget considerations.

PLAN OF ACTION	Action to Date
9. Co-ordinate the development of demographic profiles to guide policy development, program planning and service delivery.	• Initiative to start once research position is in place - mid November.
10. Each department to submit an access and equity plan. Access and Equity Co-ordinator to work with each Director to help with defining the access and equity objectives for each department.	• To follow once the Access and Equity Work Plan has been approved.
11. Work in collaboration with corporate Communications to develop a communications plan – internal and external.	• Initiative in early stages of development.
12. Community Engagement Plan. • First priority is to develop new relationships and deepen the existing ones in the racial and ethno-cultural communities. Primary focus with community leaders and organisations in communities of colour. • Develop relationships/partnerships with agencies serving persons with disabilities. • Develop and maintain relationship with Aboriginal communities by forming strong partnerships with key aboriginal leaders and community organizations. • Formation of an aboriginal advisory volunteer committee recognized by Council.	• Community outreach plan underway to strengthen and build relationships with community organizations and individuals in communities of colour. • Early stages of dialogue with agencies servicing persons with disabilities. • Initiated and developed relationship with Hamilton Executive Directors Aboriginal Coalition (HEDAC) and other individuals from the aboriginal community. • HEDAC agreed to be accepted as the Aboriginal Advisory Council an official committee of the City of Hamilton representing aboriginal affairs. • Resource to the Strengthening Hamilton Community Initiative as a member of the project team.

PLAN OF ACTION	Action to Date
13. Develop strong relationship/partnerships with Union leaders to build support for City Diversity Policy including anti-racism policy and procedures.	• No activity to report in this area at this time.
14. Review the recommendations from the Community Forum on Immigrant and Refugee Issues that was endorsed by Council on November 7, 2000, and establish action plans with volunteer committees and departments.	• A review of the report and the recommendations has been completed. • Kathryn King (Social and Public Health prepared the report) made a presentation to the Advisory Committee on Immigrants and Refugees • An assessment of the progress of the recommendations is being done as part of the Access and Equity audit
15. Develop and implement a Community Complaints Process for Human Rights issues.	• A draft process is being prepared.

SECTION 6

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

6.1

CITY MANAGER'S OFFICE

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Robert W. Robertson, Ph. D., AICP, MCIP, City Manager
Date:	October 21, 2002	**Prepared by:**	R. Robertson L. Simpson R. Rossini

SUBJECT: **Business Plan/Budgets: Public Involvement and Budget Meeting Schedule (CM02-006) (City Wide)**

RECOMMENDATION:

a) That a Budget Outlook Summary document be prepared outlining the proposed Business Plans for the City of Hamilton and providing an overview of the proposed 2003 Budget;

b) That the Budget Outlook Summary be made available on the City's web site, at community centres, libraries and other facilities as deemed appropriate;

c) That the public be encouraged to provide input on the proposed business plans and general budget directions through:

  a) a series of advertisements to be included in the "At Your Service" page,
  b) the City's web site,
  c) use of the "546-City" telephone line be set up to allow public access/comment on budget issues,
  d) a public open house and a public meeting to outline the 2003 budgets and allow an opportunity for input;

d) That all of the foregoing be monitored to ensure that they are effective in providing opportunities for public input with a view to considering a 2004 public consultation process for budgets and business plans;

e) That the Business Plan templates attached to CM-02-006 be approved for use by Council as part of the 2003 budget book and deliberations;

f) That the schedule of tax budget meetings proposed in Appendix A to CM-02-006 be approved.

Robert W. Robertson, Ph.D.
City Manager

EXECUTIVE SUMMARY:

One of the important elements of the business plan process is the opportunity for public input. It is critical that the community has a role in the development of the budgets and business plans of their city. In that regard, Council directed staff to provide a report on options with respect to a public participation program for the 2003 budgets and business plans. This report also provides for Council's approval dates for consideration of the proposed 2003 Tax Budget. For 2003 the budget review process is proposed to take place during January with final budget approval proposed for a Special Council meeting on January 31.

BACKGROUND:

Council endorsed a formal business plan process on which to provide a framework for the development of the 2003 and subsequent budgets. The business plans are being completed in draft format for the consideration of Council in the latter part of 2002. Attached to this report are the templates that staff have used to develop the business plans. They have been included at this time for Council's approval prior to the completion of the plans as part of the proposed budget documentation. It is anticipated that the form and format of the business plan and budget documents will evolve subsequent to the first year of their use.

DISCUSSION

Many communities have moved towards a more open budget preparation process which is aimed at providing information on the revenues and expenditures of the organization; and, to solicit input into future programs and projects for consideration by Council. The types of public participation are varied. An overview of these methods is illustrated in Figure 1. Broadly, the forms of participation can be divided into five basic categories.

Essentially, the key elements of successful participation initiatives include:

i. Multiple avenues for input. It is important to recognize a range of opportunities to engage the public and afford adequate background information/time to respond. In terms of background information, the City has produced an Annual Report for 2001 which provides an overview of the City's programs and budget. This type of document is a key to better understanding of the budget and the pressures on the budget over time.

ii. Some communities have identified more pro-active methods to solicit public input including surveys or similar methods. Increasingly, local governments are using technology to enable input.

iii. Ultimately, the range of opportunities for public participation should be monitored to ensure that it is practical, efficient and effective.

Categories:

Consumerist Methods – forms of participation which are primarily customer-oriented in their purpose and are mainly concerned with aspects of service delivery.

Traditional Methods – methods which have a long history of use in local government and are traditionally associated with public participation.

Forums – activities which bring together users of particular services, residents of an area, individuals concerns with specific issues (e.g. community safety) or those with a shared background or interest (e.g. minority ethnic groups) on a regular basis.

Consultative Innovations – new methods which seek mainly to consult citizens on particular issues rather than to engage them in sustained dialogue.

Deliberative Innovations – new methods which encourage citizens to reflect upon issues affecting them and their communities through some form of deliberative process.

Figure 1:

Consumerist Methods	**Traditional Methods**	**Forums**	**Consultative Innovations**	**Deliberative Innovations**
Complaints/ suggestion schemes	Public meetings	Service user	Interactive websites	Visioning exercises
Service satisfaction surveys	Consultation documents	Area/neighbourhoods	Citizens' panels	Focus groups
Other opinion polls	Co-option to committee	Shared interest	Referendum	Community plan

	Q & A sessions			User management
				Citizen juries

Figure 2 provides a summary of some of the methods used within local government.

Figure 2:

Municipality	Form(s) of Public Participation
Kingston	**Deliberative Innovation** ▪ CAO and Mayor meet with community stakeholder groups in advance of budget (Chamber of Commerce; Developers) to obtain input into overall city finances and direction ▪ Tax bills list cost per service and also break down costs on daily basis to assist citizens in understanding budget outputs ▪ Budget target guidelines set in August of each year for public consumption with automatic provision for inflation. Used for budget process which begins in autumn **Other** ▪ 10-year capital plan put in place following 1998 amalgamation. Automatic 1% increase per annum for capital budget – publicly advertised
London	**Traditional** ▪ Pre-Budget Public Open House with department kiosks to answer public questions on services (2002 Budget) ▪ Final Budget posed on website **Deliberative Innovations** ▪ Focus groups of varying demographics allowed for general and specific questioning about citizen experiences with government services and views (2001 Budget) **Other** ▪ "Comprehensive Service Level Review" with departments submitting standardized reports on activities, rationale, legislative parameters, and consequences of change in service levels. (Jan. 2002 for budget)
Mississauga	**Traditional** ▪ Mayor's weekly tv cable program to receive general citizen input ▪ Unrecorded Council "off-sites" (i.e. retreats) for staff to receive direct Council input on financial and service standard matters ▪ Final budget posted on City's website
Ottawa	**Traditional** ▪ Phase 1 in city budget process gives emphasis to ability of citizens to provide input on concerns and budget priorities to

	Council member. Feedback used by councillors to form a "budget directions" document to reflect main principles/priorities. Draft budget available on website and at libraries. Consultation with councillor and/or committee presentation said to be available to residents and business owners.
Sudbury	**Consumerist** ▪ 2 telephone surveys/year (commercial, residential sectors) to rank municipal services and public policy matters. Feedback used in budget process **Traditional** ▪ Public information sessions prior to budget deliberations ▪ Final budget posted on City website **Deliberative Innovations** ▪ Long-term financial planning process sees annual consultation with 1 control group and 1 public. Control core group consists of 5 banks, local audit firms, Chamber of Commerce and city development corporation. Provide advice to City throughout 4 phases of process. General public input sought (advertising on City website and local papers) also in each phase. Financial plan to be completed in October 2002 and should result in 10-12 policy statements to guide budget deliberations.
Windsor	**Traditional** ▪ Public meeting on tabled budget document (1-3 weeks between tabling and final) ▪ Post budget on City website

Proposed 2003 Budget Consultations

Staff recommend that a number of approaches be used to engage the public during the 2003 Budget process. These mechanisms would be relatively simple and quick to achieve and can evolve over time depending on experience and effectiveness. The purpose of the 2003 Budget Consultation would be to:

1. Provide information on the 2002 approved budgets.
2. Inform the community about 2003 budget issues and pressures.
3. Provide information about the business planning process as it relates to the budget process.
4. Solicit general community priorities with respect to services and issues.
5. Ensure the public is aware of opportunities to provide input into the 2003 budget process, in accordance with the new Municipal Act.

Municipal Act Requirements

The following excerpt from the new Municipal Act describes the notice provisions for adoption of budgets:

> **"Notice**
> **291.** (1) Before adopting all or part of a budget under section 289 or 290, or amending such a budget, a municipality shall give public notice of its intention to adopt or amend the budget at a council meeting specified in the notice. 2001, c. 25, s. 291 (1).
> **Public statement**
> (2) If a budget is not adopted or amended at the council meeting specified in a notice under subsection (1) but consideration of the matter is deferred, no further notice is required under subsection (1) if a public statement is made at the meeting that the matter has been deferred and that the municipality now intends to adopt or amend the budget at a later council meeting specified in the public statement. 2001, c. 25, s. 291 (2).
> **Further deferral**
> (3) If a budget is not adopted or amended at the council meeting specified in a public statement under subsection (2), no further notice is required under subsection (1) if a public statement is made at the meeting that the matter has been deferred and that the municipality now intends to adopt or amend the budget at a later council meeting specified in the public statement. 2001, c. 25, s. 291 (3)."

To achieve these goals staff recommend the following be undertaken this fall and into early 2003:

- Development of a public Budget Outlook Summary document that discusses the proposed business plans and which provides an overview of the 2003 budget pressures and issues as well as opportunities for input;

- Newspaper advertisements advising the public of pre-budget and budget deliberations as well as invitations for public comment;

- Use of the City's web site to display relevant budget material and provide on-line opportunities for comments;

- Use of the Customer Contact Centre and the "546-City" telephone number for the public to comment on general or specific issues related to the proposed budget;

- Public Open House. This was a tool used for the 2002 Water/Sewer Budget (across the new City) and the 2000 Region/City Budget (just at City Hall). While advertised, many sessions were not well attended, however, open houses can be an effective tool to provide information to small groups/the public. Staff proposes to prepare a general overview pre-budget presentation for Council and the public outlining taxes, services, pressures and other issues. The presentation will be held during the afternoon of November 13. In addition, it is proposed that one evening session be held at City Hall the week of November 18.

Notice of the November 13 meeting to consider the Budget Outlook Report from Finance staff will be placed in various media well in advance and the public are welcome to attend the meeting on November 13 to listen to the staff presentation. Copies of the detailed staff report will also be available.

A detailed budget meeting schedule has been attached as Appendix A. The first meeting for Councillors will be October 29, which has been dedicated as a budget information session for local boards and agencies. As the public will not have access to the detailed and proposed 2003 tax budget until late in December, staff are proposing that a public meeting be held in January. Currently the dates only for the January deliberations are proposed in Appendix A. A further memorandum outlining a specific budget meeting timetable for the 2003 tax budget is still forthcoming. The memorandum will address a proposed date for a public meeting.

Business Planning and Budget Forms

Included with this report are several documents that have been used to develop the 2003 budget. The Business Plans should provide Council with the means in which the City's departments and divisions plan to meet Council's strategic goals. They focus on impacts to our customers, strategic outcomes and activity outputs. Various and related indicators will allow Council and staff to track the success of the many services carried out by the City's divisions. These documents will be contained in the detailed tax budget documents to be distributed to Council on December 20.

Business Plans will be accompanied by detailed budget forms including enhanced programs; and reduction packages for the consideration of Council. Copies of the key forms are also attached to this report for Council's information.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

There are some costs involved in public participation programs as outlined. These costs are seen as investments to encourage broader citizen input and involvement in the budget process. Specific costs for advertising and open houses can be charged to the business plan program budget previously approved by Council.

POLICIES AFFECTING PROPOSAL:

None.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The report and recommendation have been reviewed and approved by Corporate Management Team, Finance & Corporate Services and the Business Planning Steering Committee.

CITY STRATEGIC COMMITMENT:

Strategic Goal 4.

"To harness the energy of the citizens of the City of Hamilton and to fulfill our obligation to be open and accessible, Council commits to communicate clearly and effectively with the public; provide full information about services, their costs and how well they meet clear performance targets."

Appendix A to CM-02-006
Business Plan/Budgets: Public Involvement

2003 Budget Meeting Schedule[1]

Date	Purpose
Tuesday, October 29 9:30 a.m. to 3:30 p.m.	Budget Information Session with Local Boards and Committees (except for Hamilton Entertainment & Convention Facilities Inc.)
Tuesday, November 5	Committee of the Whole meeting to consider the Proposed Public Consultation Program (report CM02-006)
Wednesday, November 13	Council meeting to consider the 2003 Budget Outlook Report and Economic Outlook (notice of meeting in advance to public)
Monday, November 18 to Friday December 6	*Public Consultation Period*
Wednesday, November 27 1:00 p.m. to 5:00 p.m.	Committee of the Whole Rate Budget (Water/Sewer) Deliberations
Monday, December 2 9:30 a.m. to 5:00 p.m.	Committee of the Whole Rate Budget (Water/Sewer) Deliberations
Tuesday, December 10 1:00 p.m. to 5:00 p.m.	Reserve Date for Continuation of Rate Budget (Sewer/Water) Deliberations *(if required)*
Wednesday, December 11	Council Meeting to Approve Rate Budget
December 20	Circulate DRAFT Tax Budget to Council
January 9	Committee of the Whole: 2003 Budget Overview Presentation/Financial followed by Budget deliberations. Detailed agenda to follow.
January 10, 13, 16, 17, 23, 24, 29, 31, 2003	Committee of the Whole 2003 Tax Budget Deliberations – Detailed Agendas to Follow
Tuesday, February 4	Optional Committee of the Whole Meeting *(if required)*
Wednesday, February 5	Special Council Meeting to Approve the 2003 Tax Budget
Wednesday, February 12	Reserve Date for Council Approval of Tax Budget *(if required)*

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[1] All Meetings to Take Place in the Council Chambers, City Hall from 9:30 a.m. to 5:00 p.m

Departmental Function:

General overview of department

2002 Accomplishments:

Bullet points highlighting major accomplishments in 2002 (quantify where applicable)

2003 Service Pressures/Issues:

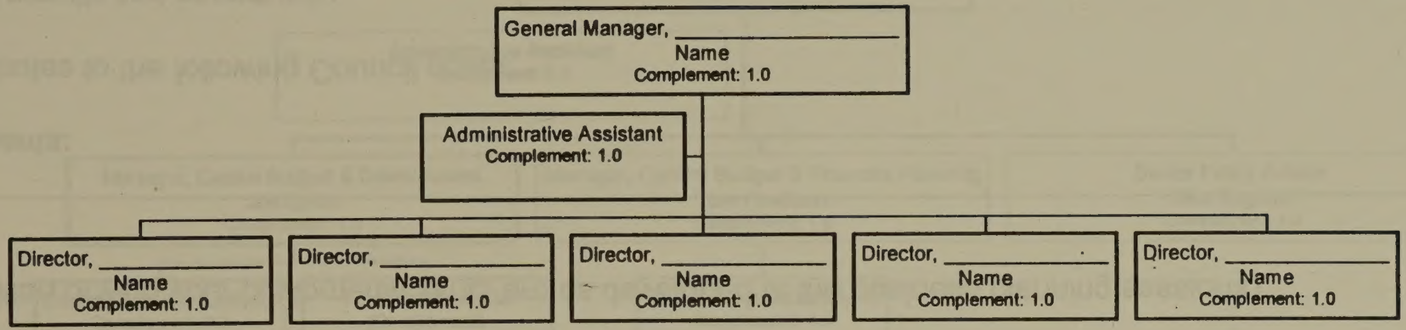
Bullet points highlighting major pressures or issues to be faced in 2003 (quantify where applicable)

2003 Objectives:

Bullet points highlighting major objectives

2003 Requested Organization Chart & Complement

(Org Chart to Director only)


General Manager, ____________
Name
Complement: 1.0
Administrative Assistant
Complement: 1.0
Director, ____________
Name
Complement: 1.0
Director, ____________
Name
Complement: 1.0
Director, ____________
Name
Complement: 1.0
Director, ____________
Name
Complement: 1.0
Director, ____________
Name
Complement: 1.0

(full departmental complement)

Complement (FTE)	Managemen t/ Supervisory	Other	Total
2002	21.0	51.9	72.9
2003	21.0	51.9	72.9
Change	00.0	0.0	0.0

Division Template

Mission Statement:

Write short mission statement based on your Business Planning exercises responding to;
Who is served client or targeted group?
Why does the program exist - its broader purpose?
What do we do within this program?

Scope: (a few key numbers that speak to the size or reach of your programs; net budget; # of customers; key activities)

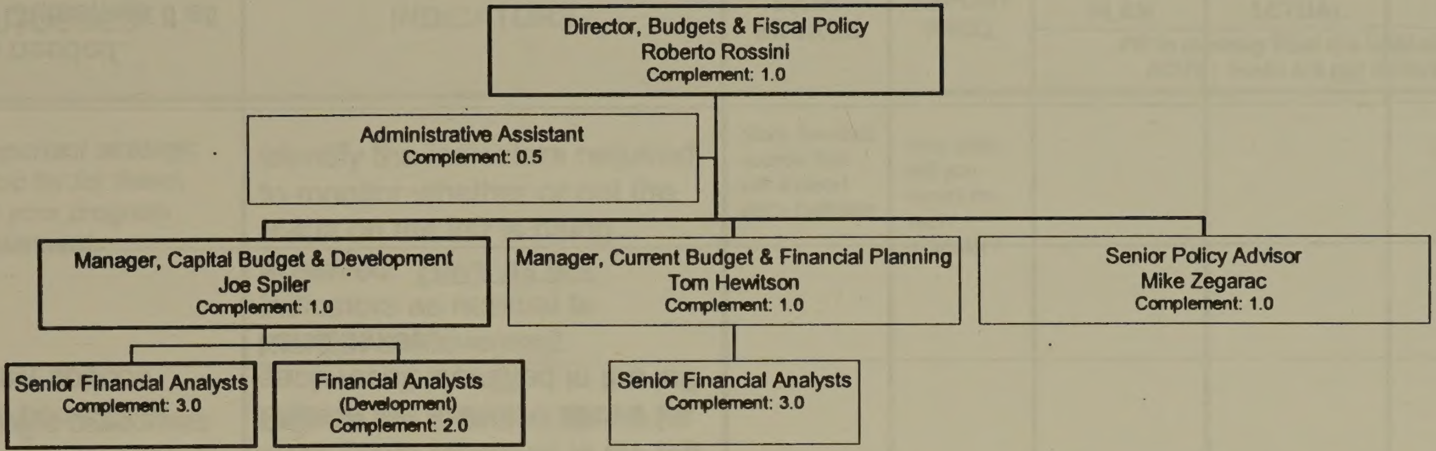
Customers: (Definition of who your customers/clients are as developed in the business planning sessions)

Strategic Commitments:

This division contributes to the following Council goals:

1. A City of growth and opportunity
2. A great City in which to live
3. A healthy, safe and green City
4. A City where people come first
5. A City that spends wisely and invests strategically
6. A City of choice for high performance public servants

2003 Requested Organization Chart & Complement


Director, Budgets & Fiscal Policy
Roberto Rossini
Complement: 1.0
Administrative Assistant
Complement: 0.5
Manager, Capital Budget & Development
Joe Spiler
Complement: 1.0
Manager, Current Budget & Financial Planning
Tom Hewitson
Complement: 1.0
Senior Policy Advisor
Mike Zegarac
Complement: 1.0
Senior Financial Analysts
Complement: 3.0
Financial Analysts
(Development)
Complement: 2.0
Senior Financial Analysts
Complement: 3.0

Complement (FTE)	Management/ Supervisory	Other	Total
2002	4.0	8.5	12.5
2003	4.0	8.5	12.5
Change	0.0	0.0	0.0

Business Planning Indicators: Customer Benefits/Impacts

CUSTOMER BENEFITS/IMPACTS	INDICATORS	DATA SOURCE	REPORT FREQ.	2002 BUDGET PLAN	2002 PROJECTED ACTUAL	2003 BUDGET PLAN
				Fill in drawing from the Indicators ***NOTE: these are not dollars***		
Articulate one or more important client benefits or impacts; focus on those whose achievement (or lack of) can make or break the program.	Identify the indicators required to monitor whether or not the result on the left is being achieved. Have as few indicators as needed to monitor achievement.	State the data source that will support each indicator	How often will you report on each indicator?			
State additional client benefits or impacts in as many/few spaces below as required.	Repeat the exercise above for each result identified in the left hand boxes.					
Insert/delete rows as needed. Proceed to Strategic Outcomes if all important Client Benefits/Impacts have been identified.						

Business Planning Indicators: Strategic Outcomes

STRATEGIC OUTCOMES	INDICATORS	DATA SOURCE	REPORT FREQ.	2002 BUDGET PLAN	2002 PROJECTED ACTUAL	2003 BUDGET PLAN
				Fill in drawing from the indicators NOTE: these are not dollars		
Articulate one or more important strategic outcomes; don't stretch too far for these. Be sure that you can see your program contributing to their achievement.	Identify the indicators required to monitor whether or not the result on the left is being achieved. Have as few indicators as needed to monitor achievement.	State the data source that will support each indicator	How often will you report on each indicator?			
State additional strategic outcomes in as many/few spaces below as required.	Repeat the exercise above for each result identified in the left hand boxes.					
Insert/delete rows as needed. Proceed to Activity Outputs if all important Strategic Outcomes have been identified.						

Business Planning Indicators: Activity Outputs

ACTIVITY OUTPUTS	INDICATORS	DATA SOURCE	REPORT FREQ.	2002 BUDGET PLAN	2002 PROJECTED ACTUAL	2003 BUDGET PLAN
				Fill in drawing from the Indicators NOTE: these are not dollars		
Articulate the activity outputs that need to be accomplished to deliver the client benefit/impacts in order that the strategic outcomes might be achieved.	Identify the indicators required to monitor whether or not the result on the left is being achieved. Have as few indicators as needed to monitor achievement.	State the data source that will support each indicator	How often will you report on each indicator?			
State additional activity outputs in as many/few spaces below as required.	Repeat the exercise above for each result identified in the left hand boxes.					
Insert/delete rows as needed.						

CITY OF HAMILTON
2003 OPERATING BUDGET
BY COST CATEGORY

DEPARTMENT:

DIVISION:

	2002 Approved Budget	2002 Restated Budget	2002 Projected Actual	2003 Base Budget	2003 Program Enhancement	2003 Program Reduction	2003 Requested Budget	2003 Request / 2002 Restated $	%
Employee Related Expenses	0	0	0	0	0	0	0	0	N/A
Materials and Supplies	0	0	0	0	0	0	0	0	N/A
Vehicle Expenses	0	0	0	0	0	0	0	0	N/A
Building and Grounds	0	0	0	0	0	0	0	0	N/A
Consulting / Contractual	0	0	0	0	0	0	0	0	N/A
Special Payments	0	0	0	0	0	0	0	0	N/A
Reserves / Recoveries / C.A.	0	0	0	0	0	0	0	0	N/A
Financial	0	0	0	0	0	0	0	0	N/A
Capital Financing	0	0	0	0	0	0	0	0	N/A
TOTAL EXPENDITURES	0	0	0	0	0	0	0	0	N/A
Fees and General	0	0	0	0	0	0	0	0	N/A
Tax and Rates	0	0	0	0	0	0	0	0	N/A
Grants and Subsidies	0	0	0	0	0	0	0	0	N/A
Capital Financing	0	0	0	0	0	0	0	0	N/A
Reserves	0	0	0	0	0	0	0	0	N/A
TOTAL REVENUES	0	0	0	0	0	0	0	0	N/A
NET LEVY	-	-	-	-	-	-	-	-	N/A

CITY OF HAMILTON
2003 OPERATING BUDGET
BY PROGRAM

DEPARTMENT:

DIVISION:

	2002 Approved Budget	2002 Restated Budget	2002 Projected Actual	2003 Base Budget	2003 Program Enhancement	2003 Program Reduction	2003 Requested Budget	2003 Request / 2002 Restated $	2003 Request / 2002 Restated %
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
Section Name	0	0	0	0	0	0	0	0	N/A
NET LEVY	0	0	0	0	0	0	0	0	N/A

CITY OF HAMILTON
2003 OPERATING BUDGET
BY COST CATEGORY

DEPARTMENT:

	2002 Approved Budget	2002 Restated Budget	2002 Projected Actual	2003 Base Budget	2003 Program Enhancement	2003 Program Reduction	2003 Requested Budget	2003 Request / 2002 Restated $	2003 Request / 2002 Restated %
Employee Related Expenses	0	0	0	0	0	0	0	0	N/A
Materials and Supplies	0	0	0	0	0	0	0	0	N/A
Vehicle Expenses	0	0	0	0	0	0	0	0	N/A
Building and Grounds	0	0	0	0	0	0	0	0	N/A
Consulting / Contractual	0	0	0	0	0	0	0	0	N/A
Special Payments	0	0	0	0	0	0	0	0	N/A
Reserves / Recoveries / C.A.	0	0	0	0	0	0	0	0	N/A
Financial	0	0	0	0	0	0	0	0	N/A
Capital Financing	0	0	0	0	0	0	0	0	N/A
TOTAL EXPENDITURES	0	0	0	0	0	0	0	0	N/A
Fees and General	0	0	0	0	0	0	0	0	N/A
Tax and Rates	0	0	0	0	0	0	0	0	N/A
Grants and Subsidies	0	0	0	0	0	0	0	0	N/A
Capital Financing	0	0	0	0	0	0	0	0	N/A
Reserves	0	0	0	0	0	0	0	0	N/A
TOTAL REVENUES	0	0	0	0	0	0	0	0	N/A
NET LEVY	-	-	-	-	-	-	-	-	N/A

CITY OF HAMILTON
2003 OPERATING BUDGET
BY PROGRAM

DEPARTMENT:

	2002 Approved Budget	2002 Restated Budget	2002 Projected Actual	2003 Base Budget	2003 Program Enhancem't	2003 Program Reduction	2003 Requested Budget	2003 Request / 2002 Budget $	2003 Request / 2002 Budget %
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
Division Name							0	0	N/A
							0	0	N/A
							0	0	N/A
							0	0	N/A
							0	0	N/A
							0	0	N/A
							0	0	N/A
							0	0	N/A
NET LEVY	0	0	0	0	0	0	0	0	N/A

SECTION 7

SECTION 8

CITY WIDE
IMPLICATIONS

CITY OF HAMILTON

8.1

CORPORATE SECRETARIAT
Customer Service

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Anne Louise Heron, Executive Director
Date:	October 22, 2002	**Prepared by:**	M. Jane Lee, 905 546-2654

SUBJECT: **Citizen Protection Project (CSE02023) (City Wide)**

RECOMMENDATION:

That the City of Hamilton partner with the United Nations Association – Hamilton Branch by providing services in-kind of office space and equipment, and participation of staff in the implementation of the pilot project in an amount estimated at $11,000.

Anne Louise Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

As a follow-up to the direction of the Committee of the Whole from October 24, 2001, the concept of the World Citizen Project (now called the Citizen Protection Project) and steps to implement the first phase of the proposal as a pilot are detailed. This project is led by the United Nations Association - Hamilton Branch in conjunction with other community partners. The proposal is for a three-phase project, with the first phase being a pilot of the safe haven concept in one neighbourhood in the City. This report is a request for in-kind services from the City of Hamilton in the amount of $11,000 to support phase one of the project. The estimated costs of the pilot are included, together with an outline of possible funding sources. It is recommended that Council support the proposal with in-kind services, to assist the group with their application for federal funding under the Community Mobilization Program, which has an application deadline of November 1, 2002.

BACKGROUND:

On October 24, 2001, in recognition of United Nations Day, the Hamilton Mundialization Committee, the Hamilton Interfaith Committee, the Hamilton Branch of the United Nations Association and the Hamilton Culture of Peace Network made a presentation to Committee of the Whole of their concept of the World Citizen Project. The project included the concept of creating safe havens in the City, modelled on the block parent program. Locations would be chosen and training provided to ensure a signed location of safety (safe haven) for people in the City who feel threatened by racially-motivated incidents and need somewhere to turn for reassurance and assistance.

At the time of the presentation in 2001, the delegates requested that Hamilton City Council support the World Citizen Project in principle, and work with the aforementioned groups, the Police Department and other interested parties to fund, develop, and implement the World Citizen Project.

On October 24, 2001, Committee of the Whole passed the following motion:

a) *That the World Citizen Project be supported in principle;*

b) *That the issues of funding, developing and implementation of the project be referred to staff for a report back to Committee of the Whole on these issues.*

Since that time, staff have held several meetings with representatives of the aforementioned groups, and have helped to co-ordinate the efforts to provide a more detailed outline of the proposal, identify some of the possible challenges, and to estimate the required resources. The project has been re-named the Citizen Protection Project to better reflect the goals of the project.

The concept of the Citizen Protection Project was developed by Carolann Fernandes, now the vice-president of the Hamilton Branch of the United Nations Association and previously a co-chair of the Mundialization Committee. It followed the racially motivated events that occurred in Hamilton following the tragedy in the United States on September 11, 2001. Apart from Police action when a crime has been identified, victims of hate-motivated actions have no recourse. This project is intended to offer immediate assistance to the victims and to help diminish both the climate of fear and the occurrence of such crimes and incidents in Hamilton.

Building on the spirit and concept of world citizenship embodied in the Mundialization Committee's slogan "Think Globally, Act Locally", the Citizen Protection Project is modelled on the Block Parent concept, to provide safe havens for the people of Hamilton who feel threatened or unsafe during racially-motivated incidents. The pilot would include placement of distinctive signage in the window of the designated safe haven locations, (churches, businesses, and community support agencies) to indicate sites with personnel trained to be appropriately responsive in such situations.

If the pilot is successful, future phases of the project are contemplated. Phase 2 includes implementation of a help-line for people who need assistance but are unable to reach a safe haven or to provide telephone support to the safe havens themselves. Phase 3 includes expansion of the safe haven project into other areas of the City.

Goals

The goals of the project are as follows:

1) Individuals in Hamilton recognize that diversity is our strength and that our communities are multi-lingual, multi-faith, multi-cultural, and multi-racial.
2) Individuals in Hamilton recognize that prejudice and stereotyping often perpetuate hateful behaviour.
3) Hamilton neighbourhoods respond to expressions of hostility and hate based on difference.
4) Safe havens exist for people in the city of Hamilton who are threatened verbally, emotionally, or physically.
5) Hamilton neighbourhoods are safe and welcoming communities that are inclusive and enhance the worth of all with understanding and respect.

Phase One – Pilot Safe Havens

The design stage of phase one includes several steps as follows.

1) Issue and Opportunities Review. A review of challenges and possibilities as well as details of the issues and questions that must be resolved in order to proceed with a pilot project has been undertaken by the project team. Details have been developed concerning the type of messaging that is to be promoted by the project, as well as the components of the design of the training program, the possible addition of other community partners and the stakeholders

2) Recruitment, Selection and Monitoring of Volunteer Havens. The process for recruitment, selection and monitoring of the volunteers for the Citizen Protection Project must be fully developed. In general, the types of facilities that would be most appropriate for safe havens have been reviewed. The working committee suggests that possible locations would include stores and businesses, educational institutions, churches and associations, as well as service organizations such as Settlement & Integration Services Organization (SISO), Mission Services of Hamilton, women's shelters and Wesley Urban Ministries, etc.

   Although the original proposal included homes, it is believed that it would not be appropriate to pilot the project in homes. The use of private residences as safe havens for these circumstances raises possible safety issues for the homeowner.

3) Identification of Skills, Knowledge, and Attitudes. Further work is required on the identification of skills, knowledge and attitudes in order to ensure that the appropriate training is developed. Communications skills identified as being needed include active listening, and conflict resolution; knowledge includes interfaith awareness, understanding of abuse and violence data, and awareness of multi-

cultural characteristics and customs; attitudes required will include compassion, collaboration, and openness. In addition, the processes to be followed when an incident occurs, including how and when to report to the police, as well as cultural and religious groups to contact for assistance, will need to be assembled.

4) Training. Finally, the training material will need to be designed. Intensive training will be required for the citizen volunteers, with awareness and information campaigns required to inform the City residents of the existence of the program.

5) Development of the Pilot

The intention of the pilot is to test the effectiveness of the safe haven program and, if successful, to determine the viability of extending it to further areas in the City. Input from stakeholders would be received to ensure that the program is responsive to the needs of the community. It is intended that one neighbourhood or community in the City would be chosen for the pilot with 5 to 6 safe havens. Training for site personnel would be provided, as well as for local stakeholders and partners such as schools, police, community agencies, social workers, etc. The pilot project is intended to take place over the course of one year, commencing in the spring of 2003.

Evaluate/Review

A methodology for evaluation will need to be developed and results from the evaluation used to determine if the pilot meets performance standards established for the pilot. If the pilot is determined to be successful, any modifications warranted would need to be made. The feasibility of establishing other locations in the City would be considered for implementation in the future.

Future Phases

If the first phase is successful, there are two further phases that will be considered, and appropriate applications made for funding. The second phase would provide telephone help line services to support the safe haven concept by phone and to provide accessibility to residents feeling threatened or harassed, where it is not possible for them to attend at a safe haven. The third phase is to expand the safe havens into other areas of the City. Depending on the results of the evaluation of the first phase and the possibility of funding, the next two phases may be proceeded with together. It is anticipated that, for future phases, the City might be requested to provide additional staff support for administrative assistance, as well as office space, and equipment and meeting space.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Estimated Costs

It is anticipated that the development, implementation and testing of the pilot project (Phase 1) will take 12 months. The annual cost estimates for this phase are as follows:

Employee costs (one co-ordinator)	$44,000
Design and delivery of training	15,000
Public awareness, educational activities, outreach	15,000
General office supplies, printing, advertising	10,000
Translation services	5,000
Administration	2,500
Meeting Space	3,500
Office space, equipment, phone lines	5,000
Program Evaluation	5,100
TOTAL:	$105,100

Estimated Sources of Funding

Grant funding requested:	
• Community Mobilization Program	$50,000
• Hamilton Community Foundation	20,000
In-kind services:	
• United Nations Association – Hamilton Branch, Culture of Peace Network, Hamilton Interfaith Council (Training Services in kind)	10,000
• SISO (Settlement and Integration Services) (Translation services in kind)	10,000
• Social and Planning Research Council	5,100
• Hamilton Police Services (Training Services in kind)	10,000*
• City of Hamilton (Services in kind – office space, equipment, administrative staff support, meeting space)	11,000*
Total	$116,100

* In kind support unconfirmed

Community Mobilization Program

The United Nations Association in Canada – Hamilton Branch and the Hamilton Culture of Peace Network filed a letter of intent to the National Crime Prevention Centre, Department of Justice Canada, for funding for this project, being a project to reduce crime and victimization in the Hamilton area. They received a response indicating that the project was best suited to the Community Mobilization Program under the National Crime Prevention Strategy. They were successful in having their letter of intent accepted in the first part of the process, and have now filed the final application. Deadlines for applications are November 1, 2002. Maximum funding available from the Community Mobilization Program is $50,000 per year. They will fund projects over a period of years, but new applications must be filed each year. As the Community Mobilization Program will not cover the cost of 100% of projects, other contributions were sought to support the pilot of this project. The services-in-kind have been requested and/or agreed to as noted above.

Liaison with the Regional Programs Officer of the National Crime Prevention Centre will be required during the timeframe under which the grant is being considered. It is expected that a decision will be made by sometime in March 2003.

Role of the City in the Pilot

It is recommended that the City of Hamilton participate as a partner in this pilot project by providing in-kind support in the amount of $11,000. The support includes meeting space, office space, computer equipment, telephone, staff assistance for the grant process and general administration, and continued assistance to the working group as required. The breakdown of the in-kind estimates is as follows:

Existing office space (330 Wentworth St. or alternate downtown location) - $3500
Existing computer and phone costs - $1500
Meeting space - $3500
Staff support for administration - $2500
Total - $11,000

POLICIES AFFECTING PROPOSAL:

This project is consistent with the Race Relations Policy of the former Region of Hamilton-Wentworth.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Consultation has taken place with staff of the Police Services, all of the funding partners noted above, and other community groups that have offered their support for the concept as follows:

- Physicians for Global Survival (Canada) – Hamilton Branch
- Stewart Memorial Church
- United Nations Association – Hamilton Branch

- Culture of Peace Network
- Inter-faith Council
- Social and Planning Research Council
- Settlement and Integration Services

The working group members are as follows:

- Carolann Fernandes - United Nations Association of Canada – Hamilton Branch, Mundialization Committee, and a member of the Strengthening Hamilton Community Initiative Roundtable
- Brian Reid – United Nations Association of Canada – Hamilton Branch
- Gail Rappolt - Hamilton Culture of Peace Network
- Ray Cunnington – Hamilton Culture of Peace Network
- Dr. Anne Pearson - Hamilton Inter-Faith Council, and a member of the Strengthening Hamilton Community Initiative Roundtable
- Pastor George Horton – Stewart Memorial Church

CITY STRATEGIC COMMITMENT:

The Citizen Protection Project recognizes the diversity that is noted in Council's Vision for the City of Hamilton. It specifically addresses the following goals:

1) **A Great City in Which to Live**
This project supports people in need with the care required to assist people in distress in culturally appropriate ways.

2) **A Health, Safe and Green City**
The Citizen Protection Project works towards improving public safety for all residents by providing support and opportunity for community members to help each other.

3) **A City Where People Come First**
This project provides an added opportunity for citizens to contribute to serving the City.

SECTION 9

SECTION 10

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

10.1

FINANCE AND CORPORATE SERVICES
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	October 24, 2002	**Prepared by:**	M. Zegarac 546-2739 T. Hewitson 546-4159 R. Rossini 546-4523

SUBJECT: **The 2002 Tax and Rate Current Budget Exception Report to August 31, 2002. (FCS02117)(City Wide)**

RECOMMENDATION:

That the 2002 Tax and Rate Current Budget Exception Report to August 31, 2002 be received for information.

Joseph L. Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

The 2002 Tax and Rate Current Budget Exception Report to August 31, 2002 provides Council with an analysis of the City's projected year-end financial results. Attachment One summarizes the year-to-date, as well as the estimated year-end tax supported variances for each department/division with a brief explanation. Attachment Two summarizes the year-to-date, as well as the estimated year-end rate (water/wastewater) supported variances for each department/division with a brief explanation.

The projected 2002 year-end shortfall for the City as a whole (ie. tax and rate budgets) is forecasted to be $4.4 million. This projection is a slight improvement compared to the first variance report submitted to Council in August, which was forecasting a $4.65 million shortfall. The shortfall continues to be the result of a significant shortfall expected from Tax Supported Operations of $7.0 million being partially offset by a $2.6 million Rate Supported Budget Surplus.

Based on the analysis to follow, a number of specific programs comprise the primary factors contributing the projected deficit in the 2002 budget. Specifically, fleet/vehicle charges, corporate restructuring, radio trunking and unrealized revenues have the potential of contributing approximately $11.8 million to the projected shortfall. Most of these pressures were reported as budget risks in the 2002 Tax Budget Report (FCS020036) and in the May variance report (FCS02091). The table below provides a summary of the anticipated budget pressures and savings.

2002 OPERATING BUDGET VARIANCE HIGHLIGHTS

(000's)

Tax Budget Unfavourable			
Fleet/Vehicle	($4,400)		
Unrealized Revenues	($3,700)		
Corporate Restructuring [1]	($2,500)		
Annualization of Budget	($1,600)		
Radio Trunking	($1,500)		
Roads (Non-Fleet)	($1,500)		
Recycling Contract	($800)		
WDO Subsidy	($750)		
H.S.R.	($500)		
Nursing (Homes for the Aged)	($400)		
Other Items (Net)	($500)		
Total Unfavourable	**($18,150)**		
Tax Budget Savings			
Salary Gapping		$3,300	
Social Housing		$1,000	
New/Unbudgeted Revenues		$1,000	
Debt Charges		$1,000	
Total Savings		**$6,300**	
Transfer from Reserve [2]		**$4,850**	
TOTAL PROJECTED TAX VARIANCE			**($7,000)**
PROJECTED RATE VARIANCE			**$2,600**
TOTAL PROJECTED 2002 VARIANCE			**($4,400)**

[1] Corporate Management Team is in the process of enacting $1.35 million in savings that will materialize in 2002.

[2] Represents the current estimate of the required transfer from Tax Stabilization reserve to offset annualization impacts and previously identified budget risks. Currently relates to the following three unfavourable variances: corporate restructuring $2.5 million, Waste Diversion Organization subsidy $750,000 and annualization of budget $1.6 million.

BACKGROUND:

This is the second of three formal variance reports as requested by the Chief Administrative Officer and Corporate Management Team. The estimates are based on actuals to August 31. The final variance report, based on December 31 amounts, will be presented to Council following closure of the financial statements in 2003.

ANALYSIS OF ALTERNATIVES:

Not applicable.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

TAX SUPPORT BUDGET

As stated, the projected shortfall for the tax supported programs in 2002 is $7.0 million. The factors contributing to the shortfall have been summarized by program in Attachment One to FCS02117. This is equal to about 1.5% of the net levy.

It is important to note that the tax budget projected variance has worsened since the May variance report by about $800,000. The program spending variance has actually become more unfavourable, by about $4 million, but increased debt charge savings, salary gapping and transfer from reserve for annualization has moderated the increase in the tax variance. The increased program variances are primarily within the TOE and Community Services budgets.

Essentially, a number of the expected risks identified to Council during the 2002 budget process have materialized. Budget delays, fleet rationalization, revenue adjustments and unspecified corporate restructuring savings are driving the unfavourable variance.

With respect to the annualization impacts of the delayed budget, transfers from reserve will be used to mitigate these impacts. The current estimate is about $4.9 million in annualization impacts to be funded from reserve.

The Corporate Management Team has developed a plan to achieve $1.35 million of the $2.5 million corporate restructuring savings during 2002. If this is achieved, the transfer from reserve required to offset annualization will be reduced accordingly. The balance of the $2.5 million in savings will be presented with the 2003 Budget.

RATE SUPPORT BUDGET

A summary of the rate Supported Operating Budget Exception can be found in Attachment Two of FSC02117.

The current rate supported budget is projected to have a favourable variance of $2,661,000, approximately $1,034,000 greater than what was reported in the May 31, 2002 Budget Variance Report (FCS02091). This is a preliminary estimate of the projected year-end variance, as this forecast does not reflect the seasonal impact on revenues. The summer of 2002 represented a drier/warmer than normal season which has the potential of generating a seasonal favourable revenue variance.

Typically, the impact of the summer season is not evident until the fall season due to a lag in billings versus consumption. However, with the changes in billing cycles and practices in 2002, it is difficult to compare this year's consumption and billing data with historical information. As a result, although staff are anticipating favourable rate revenues related to seasonal consumption, due to the normal lag in reporting combined with the changes in water/sewer billing, staff are not presently capable of reporting the precise magnitude of the revenue variance.

The year-end favourable variance is attributed to savings in external debt charges of $2,000,000, maintenance supplies of $150,000, efficiencies generated in the pavement cut processes of $100,000, rationalization of vehicle inventory of $100,000, salary gapping of $120,000, and an expected surplus in sanitary sewer surcharge revenue of $500,000, in the last half of 2002. Offsetting the savings is a deficit of $155,000 in meter operations, plant contractual operations of $90,000, and other miscellaneous unfavourable variances totalling approximately $65,000.

POLICIES AFFECTING PROPOSAL:

Not Applicable

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

This information was compiled through consultation with all departments.

CITY STRATEGIC COMMITMENT:

Not Applicable

Attachment One FCSQ2117

CITY OF HAMILTON
2002 TAX OPERATING BUDGET VARIANCE REPORT TO AUGUST 31, 2002
($ 000's)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Year-End	2002 Projected vs Approved		Comments/Explanations
				$	%	
LEGISLATIVE						
Mayor	701	433	669	32	4.6%	
Council Members	2,487	1,696	2,519	(33)	(1.3)%	
Total Legislature	**3,187**	**2,128**	**3,188**	**(1)**	**(0.0)%**	
Volunteer Committees	43	9	67	(24)	(55.8)%	Approval of costs over and above incidental costs
TOTAL LEGISLATIVE	**3,230**	**2,137**	**3,255**	**(25)**	**(0.8)%**	
CAO	**582**	**394**	**525**	**57**	**9.8%**	salary gapping
CORPORATE SECRETARIAT						
Executive Director	313	153	311	2	0.7%	Salaries/benefits under budget
Corporate Effectiveness	138	118	169	(30)	(22.0)%	Program reduction annualization
Customer Service	3,100	1,911	3,114	(13)	(0.4)%	Program reduction annualization partially offset by delay in training and salary gapping
Communications	935	646	1,046	(111)	(11.8)%	($101,500) Print Shop supplies and ($9,000) Benefits partially offset by salary gapping
Audit	432	257	388	44	10.1%	Salary gapping and training delay
TOTAL CORPORATE SECRETARIAT	**4,919**	**3,085**	**5,027**	**(109)**	**(2.2)%**	
ECONOMIC DEVELOPMENT						
Business Development	1,350	691	1,307	43	3.2%	Salary gapping and favourable revenues partially offset by Feasibility Study, grants shortfall, software and advertising expense
Tourism	1,036	699	991	45	4.3%	Salary gapping partially offset by new tourism office setup and advertising/promotion
Total Operating	**2,385**	**1,390**	**2,298**	**87**	**3.7%**	
Debt Charges and Cont. to Capital	**1,082**	**752**	**1,082**	**(0)**	**(0.0)%**	
TOTAL ECONOMIC DEVELOPMENT	**3,467**	**2,142**	**3,380**	**87**	**2.5%**	

( ) - Denotes unfavourable variance.

Attachment One FCS02117

CITY OF HAMILTON
2002 TAX OPERATING BUDGET VARIANCE REPORT TO AUGUST 31, 2002
($ 000's)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Year-End	2002 Projected vs Approved		Comments/Explanations
				$	%	
FINANCE & CORPORATE SERVICES						
Administration	367	175	259	109	29.6%	Savings in telephone, PC lease costs and rent, partially offset by elimination of charges to pension funds
Information Technology	7,504	4,175	7,224	280	3.7%	Salary gapping,savings in office supplies and delay in installation of communication cable offset by staggering of PC lease renewals
Legal Services & Corp Counsel	2,380	1,695	2,471	(91)	(3.8)%	Salary gapping and savings in office expenses offset by Outside Counsel
City Clerk	251	481	529	(278)	(110.6)%	Revenue shortfall in lotteries ($335K) and Birth/Death Registrations ($43), partially offset by salary gapping and favourable Materials/Supplies and Consulting
P.O.A.	(4,835)	(2,528)	(4,326)	(509)	10.5%	Revenue shortall of $1.2 million due to delayed budget partially offset by one-time fine revenue of $675,000.
Financial Services	3,450	2,168	3,384	65	1.9%	Salary gapping partially offset by Postage/Printing.
Revenues	2,061	1,386	2,036	25	1.2%	
Senior's Tax Credits	721	300	521	200	27.8%	Fewer applications than forecasted.
Budgets & Fiscal Policy	853	614	777	76	8.9%	Increased recoveries.
Corporate Management Services	544	396	567	(23)	(4.3)%	
Parking Services	(1,111)	(1,163)	(949)	(162)	14.6%	Unfavourable fines revenues partially offset by gapping.
By Law Services	184	336	159	24	13.3%	Receipt of unbudgeted revenue
School Crossing	1,605	1,029	1,564	41	2.6%	Gapping $98K offset by unfavourable Uniform costs, Operating Equipment and revenue shortfall
Total Operating	**13,973**	**9,064**	**14,215**	**(242)**	**(1.7)%**	
Debt Charges and Cont. to Capital	**44**	**18**	**44**	**-**	**0.0%**	
TOTAL FIN & CORPORATE SERVICES	**14,017**	**9,082**	**14,259**	**(242)**	**(1.7)%**	
HUMAN RESOURCES	**3,345**	**2,073**	**3,250**	**95**	**2.8%**	Primarily staff gapping and favourable training costs, with unfavouble external fees variance
PLANNING & DEVELOPMENT						
Finance & Administration	1,088	697	1,068	20	1.8%	Favourable savings in training/travel costs
Building & Licencing	1,911	(3,088)	1,827	84	4.4%	Salary gapping $132K, various savings $42K, Revenues $82K offset by vehicle costs 39K, image processing $48K, water/sewer permit fee collections $51K, various other $34K
Development	446	(108)	242	204	45.8%	Salary gapping $148K, various savings 17K, fav. processing fees due to increased construction $427K ; partially offset by projected transfer to Dev Stabilization $260K and video inspection fees 110K
Downtown Renewal	1,610	687	1,958	(348)	(21.6)%	Open for Business Program - unfav. Federal request $376K, favourable fees $24K
Housing	246	131	213	33	13.3%	Lower Central Housing Admin. costs $63K, Salary gapping $67K offset by lower than anticipated revenues RRAP Program $25K
Long Range Planning & Design	2,615	1,660	2,574	40	1.5%	Unfavourable revenue and FCM conference expenses $36K
Total Operating	**7,915**	**(21)**	**7,883**	**33**	**0.4%**	
Social Housing	**32,236**	**19,668**	**31,213**	**1,023**	**3.2%**	Favourable mortgage renewals $477K, Victoria Park surplus $800K due to market rent, prior year adjustment $431K
Debt Charges and Cont. to Capital	**384**	**290**	**384**	**-**	**0.0%**	
TOTAL PLANNING & DEVELOPMENT	**40,535**	**19,937**	**39,480**	**1,055**	**2.6%**	

( ) - Denotes unfavourable variance.

CITY OF HAMILTON
2002 TAX OPERATING BUDGET VARIANCE REPORT TO AUGUST 31, 2002
($ 000's)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Year-End	2002 Projected vs Approved $	2002 Projected vs Approved %	Comments/Explanations
SOCIAL & PUBLIC HEALTH SERVICES						
Finance & Administration	2,497	2,004	2,497	-	0.0%	
Social Services - Employment & Income Support	62,144	38,597	63,188	(1,044)	(1.7)%	FBA downloading, OW restructuring, recalculation of the revenue formula and increase in demand for community and employment start up; partially offset by salary gapping, reduced caseload and an increase in recoverable amounts from clients
- Parent & Child	6,581	4,834	7,005	(424)	(6.4)%	Unrealized Resource Centre savings plus an increase in demand for Child Care spaces
- Hostels & Lodging Homes	2,161	1,748	2,461	(300)	(13.9)%	Increase in demand for spaces plus the additional cost of subsidized spaces
Public Health	8,367	5,702	7,967	400	4.8%	Staff gapping
Homes For The Aged	3,717	2,245	4,117	(400)	(10.8)%	Nursing costs
Total Operating	**85,468**	**55,131**	**87,236**	**(1,768)**	**(2.1)%**	
Debt Charges and Cont. to Capital	**2,234**	**1,112**	**2,234**	**-**	**0.0%**	
TOTAL SOCIAL & PUBLIC HEALTH	**87,701**	**56,243**	**89,469**	**(1,768)**	**(2.0)%**	
TRANSPORTATION, OPERATIONS and ENVIRONMENT						
Finance & Administration	578	381	578	-	0.0%	
Roads & Traffic	35,086	26,283	38,311	(3,225)	(9.2)%	Unfavourable: fleet costs $2,315K, yard remediation $300K,summer contracts $1,160K,energy costs $150K. Salary gapping savings $700K.
HSR	21,883	14,124	22,387	(504)	(2.3)%	Unfavourable: vehicle parts, repair and leasing costs of $387K, overtime costs $140K, vehicle charges $96K. Favourable: Route planning & scheduling $65K, lower fleet admin $54K
Accessible Transportation Services (DARTS)	8,897	5,680	8,605	292	3.3%	Favourable: monies allocated for Darts service not spent $382K (waiting for vehicle purchase approval), unfavourable vehicle repair $70K, unfavourable temporary staffing $20K
New Transit Capital	580	580	580	-	0.0%	
Go Transit - Capital	370	200	370	-	0.0%	
Waste Management	22,946	16,650	25,048	(2,101)	(9.2)%	Unfavourable: recycling program $808K, WDO subsidy $750K, work accomodations $645K, contractual services $339K partially offset by savings in taxes $140K, recyclable material revenue $301K
Storm Water	3,037	1,646	3,081	(45)	(1.5)%	Unfavourable wages offset by favourable variance in Wastewater wages.
Infrastructure Planning	642	1,942	591	52	8.0%	Favourable due to salary gapping.
Fleet Services	-	6	(14)	14	n/a	Unfavourable vehicle repair costs $1,832K offset by recoveries $1,262K, favourable fuel costs $489K, higher GO Transit revenue $40K, staff gapping $55K
Design & Construction	-	1,293	-	-	n/a	
Total Operating	**94,019**	**68,786**	**99,537**	**(5,518)**	**(5.9)%**	
Debt Charges and Cont. to Capital	**33,217**	**18,912**	**33,217**	**-**	**0.0%**	
TOTAL TRANSPORTATION & OPERATIONS	**127,236**	**87,697**	**132,754**	**(5,518)**	**(4.3)%**	

( ) - Denotes unfavourable variance.

Attachment One FCS02117

CITY OF HAMILTON
2002 TAX OPERATING BUDGET VARIANCE REPORT TO AUGUST 31, 2002
($ 000's)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Year-End	2002 Projected vs Approved		Comments/Explanations
				$	%	
COMMUNITY SERVICES						
General Manager	70	170	100	(30)	(43.0)%	Acting time ($30K)
Finance and Administration	1,214	821	1,214	-	0.0%	
Culture & Recreation	18,454	12,600	19,352	(899)	(4.9)%	Unachievable revenues ($1.2M), unexpected compensation costs ($57K), returned cheques ($28K) Shortfall in capital funding ($20K), unanticipated revenues $242K, salary gapping $70K Delay in opening Riverdale $100K
Parks	15,700	11,471	17,942	(2,242)	(14.3)%	Unfavourable vehicle expense ($1.5M), unachievable revenues ($387K), Parks Labour recoveries ($200K), materials and supplies ($35K), Contractual services ($307K), Salary gapping savings $322K various unfavourable recoveries ($120K)
Fire	44,255	29,571	44,172	83	0.2%	Favourable employee related costs $547K, unbudgeted licensing revenue $68K, revenue shortfall ($163K), protective clothing ($125K), computer assisted dispatch costs ($244K)
Radio Trunking	1,176	1,730	2,727	(1,551)	(131.9)%	Unfavourable variance related MFP lease contract ($1.45M), Unrealizable recovery ($98K)
Emergency Preparedness (CCEP)	178	115	191	(13)	(7.5)%	
Emergency Medical Services - Ambulance	8,900	5,338	8,772	127	1.4%	Salary gapping $465K, training not yet implemented $50K, use of part-time staff ($135K) medical supplies ($240K), uniforms and clothing ($12K)
Corp Buildings & Real Estate	3,774	7,122	4,904	(1,130)	(29.9)%	Phasing in revenue shortfall ($1.4m over 2 years), unrealized revenues ($300K), Lease payment ($128K)
Design & Construction	78	652	78	-	0.0%	
Library	19,864	12,567	19,864	-	0.0%	
Total Operating	**113,662**	**82,156**	**119,315**	**(5,654)**	**(5.0)%**	
Debt Charges and Cont. to Capital	**10,181**	**4,789**	**10,181**	**-**	**0.0%**	
TOTAL COMMUNITY SERVICES	**123,843**	**86,946**	**129,497**	**(5,654)**	**(4.6)%**	
BOARDS & AGENCIES						
HECFI	2,051	1,096	2,026	25	1.2%	Volatile revenues for the year-to-go will decrease surplus realized to date
Animal Control	1,421	1,100	1,558	(137)	(9.6)%	Stoney Creek animal control $100K, animal tags $23K unfavourable, contactual costs $11K unfavourable.
Art Gallery of Hamilton	440	440	440	-	0.0%	
Conservation Authorities	3,439	2,836	3,439	-	0.0%	
Municipal Property Assessment Corp.	4,533	3,400	4,533	-	0.0%	
Other	755	517	755	-	0.0%	
Total Operating	**12,639**	**9,389**	**12,751**	**(112)**	**(0.9)%**	
Debt Charges and Cont. to Capital	**133**	**133**	**133**	**-**	**0.0%**	
TOTAL BOARDS & AGENCIES	**12,772**	**9,521**	**12,883**	**(112)**	**(0.9)%**	
GRANTS	**2,758**	**2,370**	**2,758**	**-**	**0.0%**	

( ) - Denotes unfavourable variance.

Attachment One FCS02117

CITY OF HAMILTON
2002 TAX OPERATING BUDGET VARIANCE REPORT TO AUGUST 31, 2002
($ 000's)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Year-End	2002 Projected vs Approved		Comments/Explanations
				$	%	
CORPORATE FINANCIALS						
Operating	3,713	3,428	3,831	(118)	(3.2)%	Additional requested contribution to Bulldogs.
Restructuring / Other	(2,500)	-	-	(2,500)	100.0%	Potential variance as savings not likely to be realized in 2002.
Debt Charges and Cont. to Capital	13,981	11,399	12,981	1,000	7.2%	External debt charge issuance cost less than budgeted.
TOTAL CORPORATE FINANCIALS	**15,194**	**14,827**	**16,812**	**(1,618)**	**(10.6)%**	
TOTAL CITY EXPENDITURES	**439,599**	**296,455**	**453,350**	**(13,750)**	**(3.1)%**	
POLICE SERVICES						
Operating	83,918	56,157	83,918	-	0.0%	
Debt Charges and Contribution to Capital	1,224	266	1,224	-	0.0%	
TOTAL POLICE SERVICES	**85,142**	**56,423**	**85,142**	**-**	**0.0%**	
TOTAL EXPENDITURES	**524,741**	**352,878**	**538,492**	**(13,750)**	**(2.6)%**	
NON PROGRAM REVENUES						
Community Reinvestment Fund	(22,462)	(16,998)	(24,062)	1,600	7.1%	Increased CRF offset to eligible Provincial ODSP Admin payment of $1.6 million.
Other Provincial Grants	-	-	(250)	250	#DIV/0!	
Investment Income	(2,437)	-	(2,437)	-	0.0%	
Hydro Interest	(2,000)	-	(2,300)	300	15.0%	Debenture repayment higher than budgeted.
Penalties & Interest	(11,550)	(7,112)	(11,550)	-	0.0%	
Payments in Lieu of Taxes	(14,047)	(13,734)	(13,797)	(250)	(1.8)%	Preliminary estimate projecting slight shortfall.
Right of Way Taxes	(3,311)	(3,333)	(3,311)	-	0.0%	
Supplementary Taxes	(3,496)	(2,536)	(3,496)	-	0.0%	
Tax Remissions / Write Offs	5,691	8,529	5,691	-	0.0%	
Tax Credits, Rebates & Capping	5,944	10,677	5,944	-	0.0%	
TOTAL NON PROGRAM REVENUES	**(47,669)**	**(24,506)**	**(49,569)**	**1,900**	**(4.0)%**	
Transfer from Tax Stabilization Reserve (Annualization)			**(4,850)**	**4,850**	**0.0%**	
TOTAL 2002 OPERATING LEVY	**477,072**	**328,372**	**484,073**	**(7,001)**	**(1.5)%**	

( ) - Denotes unfavourable variance.

Attachment Two FCS 02117

CITY OF HAMILTON
2002 BUDGET VARIANCE REPORT
RATE SUPPORT BUDGET (000'S)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Actual	2002 Projected vs Approved		Comments/Explanations
				$	%	
EXPENDITURE:						
Environmental Services						
Combined Services	14,501	7,572	14,601	(100)	(0.7)%	Gapping savings offset by permit and meter cost allocations
Metered/Nonmetered Billing	2,262	1,528	2,302	(40)	(1.8)%	Postage increase
Meter Operations	1,161	1,080	1,745	(583)	(50.2)%	Unfavorable variance in Contractual Services to complete work related to permits issued in 2001; Unfavorable variance in Misc. supplies due to increase in Plan A, B permits and changes to rules about meter inspections
Maintenance	18,305	8,021	17,935	370	2.0%	Water Maintenance has anticipated savings in Supplies $150,000, Pavement Cuts $100,000 and Vehicle Charges $100,000
Regulatory Services	1,088	654	1,106	(18)	(1.7)%	
Plant and Outstations Operations	19,114	13,616	19,203	(89)	(0.5)%	Fees for GST correction on AWS Contract
Financial Charges	2,787	1,053	2,615	172	6.2%	Computer leases being charged through Combined Services Deptid's
Sub-Total Environmental Services	59,218	33,523	59,506	(288)	(0.5)%	
Capital & Reserve Expenses						
Transfer to Capital Budget	35,501	35,501	35,501	-	0.0%	
Transfer to Capital - PCP	3,200	3,200	3,200	-	0.0%	
Cost Share of Roads Program	1,400	1,400	1,400	-	0.0%	
Transfer to Reserves	2,252	-	2,252	-	0.0%	
Debt Charges - Development	4,289	1,181	3,138	1,151	26.8%	Debt charges added to the Financial Plan for 2002 but no new debt issued to date.
Debt Charges - WQ (PCP)	3,217	891	2,368	849	26.4%	Debt charges added to the Financial Plan for 2002 but no new debt issued to date.
Sub-Total Capital Expenses	49,859	42,173	47,859	2,000	4.0%	
TOTAL EXPENDITURES	109,077	75,695	107,366	1,712	1.6%	

( ) - denotes unfavourable variance

CITY OF HAMILTON
2002 BUDGET VARIANCE REPORT
RATE SUPPORT BUDGET (000'S)

	2002 Approved Budget	Actuals to Aug. 31 2002	2002 Projected Actual	2002 Projected vs Approved		Comments/Explanations
				$	%	
REVENUES:						
Rate Revenue						
Metered	86,432	49,740	86,432	-	0.0%	
Non-Metered	14,544	8,978	14,544	-	0.0%	
Other	98	85	116	18	18.4%	Coin meter station revenue higher than expected.
Sub-Total Utility Rates	101,075	58,803	101,093	18	0.0%	
Non-Rate Revenue						
Raw Water Sales	200	139	200	-	0.0%	
Metered Operations	593	872	1,015	422	71.2%	Favorable variance related to deferral of permit revenue collected in 2001 to 2002 to offset unfavorable variance in Contractual Services.
Metered/Unmetered billing	30	-	30	-	0.0%	
Maintenance	-	5	25	25	#DIV/0!	Fees for repair to damaged hydrants not budgeted for.
Financial Charges	924	299	908	(15)	(1.7)%	
Local Improvement Recoveries	2,053	2,010	2,010	(43)	(2.1)%	Amount collected varies from year to year
Overstrength Agreements	1,000	611	1,000	-	0.0%	
Sewer Surcharge Agreements	1,000	394	1,504	504	50.4%	Revenues from sewer surcharge agreement user fees higher than expected.
Reserves	1,310	-	1,310	-	0.0%	
Miscellaneous Revenue	198	91	190	(8)	(4.0)%	Revenues from various user fees less than expected.
Permits/Leases/Agreements	696	598	743	46	6.7%	Tanker permits revenue higher than expected
Sub-Total Non-Rate Revenue	8,003	5,018	8,934	931	11.6%	
TOTAL REVENUES	109,077	63,821	110,026	949	0.9%	
TOTAL PROJECTED RATE VARIANCE				2,661		

( ) - Denotes Unfavourable Variance

( ) - denotes unfavourable variance

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

10.2

FINANCE & CORPORATE SERVICES
FINANCIAL SERVICES

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo General Manager
Date:	October 16, 2002	**Prepared by :**	Rick Male 905-546-4157

SUBJECT: **Quarterly Status Report on the use of Policy #10 – Emergency Purchasing and Policy #11 – Negotiations for the 3rd Quarter 2002 - FCS02105 (a) - (City Wide)**

RECOMMENDATION:

That the quarterly status report on the use of Policy #10 – Emergency Purchasing and Policy #11 – Negotiations for the 3rd Quarter 2002 as set out in Appendix 'A' to Report #FCS02105 (a) be received.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

This report is in response to a recommendation from the sub-committee of Council after review of the Purchasing Policies and in accordance with Procedure #PR-11. This report details the procurement of goods and/or services during emergency situations and those detailed in Items a through i of Policy #11.

BACKGROUND:

The Policy for Negotiations is used in narrowly defined circumstances where it is justified that the Polices for the General Acquisition Process could not be followed.

The "Request to Use the Negotiation Policy/Emergency Reporting Form" which is completed by the initiating department is kept on file in the Purchasing Section and will be made available to Council upon request to the Manager of Purchasing.

The Purchasing Section ensures that standard negotiation employs fair and ethical practices.

During the 3rd Quarter there were 6 purchase orders dispatched as "emergency" purchases and 63 purchase orders created which required use of the negotiation policy.

- Of theses 63 instances, 35 purchase orders were for sole source vendors where it was deemed that there was only one source of supply in the open market. The two largest transactions valued at $217,337.00 and $330,534.00 were approved by the Police Services Board.
- There was one transaction noted as "Single Source" valued at $339,660, where a Request for Proposal was called, but no submissions were received. The negotiation process was implemented using an approved vendor from another municipality.
- 7 purchase orders were declared "time sensitive" where the time available to follow normal procedures was deemed insufficient.
- There were 4 instances noted where the department utilized the Negotiation Policy without receiving prior approval from Purchasing as required by the Policies. In these cases the department was instructed on proper procedures to be followed in future.

ANALYSIS OF ALTERNATIVES:

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

POLICIES AFFECTING PROPOSAL:

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The "Request to Use the Negotiation Policy/Emergency Reporting Form" is signed by the Departmental Director and forwarded to the Manager of Purchasing for approval.

CITY STRATEGIC COMMITMENT:

The recommendation contained within this report has City-wide implications.

Requests for quotations and tenders are issued to encourage the competitive bidding process with objective and equitable treatment of all vendors, in accordance with the Purchasing Policies approved by Council. Council approved Policy #11 – Negotiations ensures fair and equitable treatment of vendors where the competitive process is restricted.

3RD QUARTER STATUS REPORT ON USE OF POLICY #10 Emergency Purchasing and Policy #11 - Negotiations

PO	PO Date	Type	Buyer	Sum Amount	Name	Origin	Descr
0000009392	2002-09-16	EMERGENCY	BELANCIC, JOSEPH 546-2796	6,076.50	EMCO LIMITED	WWW	Water and Wastewater
0000008881	2002-08-12	EMERGENCY	TESCH, IRIS 546-2794	6,740.00	G.T. GARDINER ENTERPRISES INC.	FCM	Facilities Management
0000009395	2002-09-16	EMERGENCY	BELANCIC, JOSEPH 546-2796	7,925.31	MOORE ENVIRONMENTAL SYSTEMS LIMITED	WST	WASTE MANAGEMENT
0000008346	2002-07-10	EMERGENCY	TESCH, IRIS 546-2794	10,395.00	IKCAN REGIONAL SERVICES INC.	COM	Community Services CorpBldgMtc
0000009565	2002-09-26	EMERGENCY	VILLABROZA, ERICA 546-4831	22,075.00	ST ELIZABETH'S VISITING NURSES ASSOC.	FCS	Finance Corporate Mgmt Service
0000009605	2002-09-27	EMERGENCY	BELANCIC, JOSEPH 546-2796	45,217.97	L M ENTERPRISES	WWW	Water and Wastewater
0000009480	2002-09-20	EXPANDED WORK	BELANCIC, JOSEPH 546-2796	17,143.00	HAMILTON-WENTWORTH GREEN VENTURE	WWW	Water and Wastewater
0000009127	2002-08-28	EXPANDED WORK	BELANCIC, JOSEPH 546-2796	32,987.76	GREENAWAY SECURITY SERVICES LIMITED	RTW	Roads Traffic and Waste
0000009262	2002-09-09	EXTENDED CONTRACT	KELLY, NADINE 546-3988	50,000.00	SCHROEDER ENGINEERING	IEP	Infrastructure Env Planning
0000008322	2002-07-09	EXTENDED CONTRACT	SMITH, COLLEEN 540-5972	110,000.00	BARTON AUTO PARTS LTD	POL	Police
0000008819	2002-08-07	NEGOTIATION	SMITH, COLLEEN 540-5972	16,700.00	GEMINI MERCURY SALES LTD	POL	Police
0000008818	2002-08-07	NEGOTIATION	SMITH, COLLEEN 540-5972	22,702.00	NETHERCOTT CHEVROLET GEO	POL	Police
0000009058	2002-08-23	NEGOTIATION	VILLABROZA, ERICA 546-4831	23,364.49	PHILIPS ENGINEERING LTD	RPL	Regional Planning
0000008663	2002-07-29	NEGOTIATION	DIDOMENICO, TONY 540-5973	50,000.00	CANADIAN WASTE SERVICES INC.	RTW	Roads Traffic and Waste
0000008316	2002-07-09	NEGOTIATION	SMITH, COLLEEN 540-5972	339,660.00	SAFETEK EMERGENCYGENCY VEHICLES LTD.	FIR	Fire
0000009162	2002-08-29	NON-COMPLIANCE	SMITH, COLLEEN 540-5972	10,000.00	AUTO TRIM DESIGN OF HAMILTON	POL	Police
0000009454	2002-09-19	NON-COMPLIANCE	KINRADE, BARB 540-5422	11,479.65	LAFARGE CONSTRUCTION	RDS	Roads
0000009389	2002-09-16	NON-COMPLIANCE	KINRADE, BARB 540-5422	13,315.00	969737 ONTARIO LTD.	RDS	Roads
0000009398	2002-09-16	NON-COMPLIANCE	BELANCIC, JOSEPH 546-2796	23,614.19	LITTLE TIKES COMMERCIAL PLAY SYSTEMS	DES	Design and Construction
0000009126	2002-08-28	ONE BID RECEIVED	BELANCIC, JOSEPH 546-2796	25,000.00	MCKENZIE-MOHR ASSOCIATES	WST	WASTE MANAGEMENT
0000009122	2002-08-28	SINGLE SOURCE	KINRADE, BARB 540-5422	9,120.00	MI-CELL FIRE SYSTEMS LTD.	FIR	Fire
0000009099	2002-08-27	SINGLE SOURCE	TESCH, IRIS 546-2794	9,355.00	LORDLY JONES	COM	Community Services CorpBldgMtc
0000009425	2002-09-18	SINGLE SOURCE	KINRADE, BARB 540-5422	10,000.00	GARWOOD-JONES & HANHAM	HEC	HECFI
0000009026	2002-08-21	SINGLE SOURCE	IACOE, TINA 540-5971	11,080.00	MINISTER OF FINANCE-SHARED SERVICES	FIR	Fire
0000009296	2002-09-10	SINGLE SOURCE	SMITH, COLLEEN 540-5972	27,391.00	PK WELDING AND FABRICATING INC	POL	Police
0000009404	2002-09-16	SINGLE SOURCE	BELANCIC, JOSEPH 546-2796	30,000.00	COVENCO	WWW	Water and Wastewater
0000009256	2002-09-09	SINGLE SOURCE	KELLY, NADINE 546-3988	51,072.72	COMPAQ CANADA INC	POL	Police
0000008287	2002-07-05	SOLE SOURCE	DIDOMENICO, TONY 540-5973	5,141.00	VARIAN CANADA INC	WWW	Water and Wastewater
0000008232	2002-07-03	SOLE SOURCE	DIDOMENICO, TONY 540-5973	6,000.00	BENTLEY SYSTEMS INC.	IEP	Infrastructure Env Planning
0000008638	2002-07-26	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	6,255.00	J K JOUPPIEN, HERITAGE RESOURCE	CUL	Culture & Recreation
0000008816	2002-08-07	SOLE SOURCE	IACOE, TINA 540-5971	8,100.00	HANSEN INFORMATION TECHNOLOGIES-CANADA	IEP	Infrastructure Env Planning
0000008809	2002-08-06	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	9,000.00	MCKEIL MARINE	CUL	Culture & Recreation

3RD QUARTER STATUS REPORT ON USE OF POLICY #10 Emergency Purchasing and Policy #11 - Negotiations

0000008285	2002-07-05	SOLE SOURCE	DIDOMENICO, TONY 540-5973	10,000.00	UNIVERSITY OF TORONTO	IEP	Infrastructure Env Planning
0000008308	2002-07-09	SOLE SOURCE	DIDOMENICO, TONY 540-5973	10,732.10	SPM GROUP LTD.	DES	Design and Construction
0000008602	2002-07-24	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	11,007.50	AAA	FCS	Finance Corporate Mgmt Service
0000008637	2002-07-26	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	11,475.00	ONTARIO TOURISM MARKETING PARTNERSHIP	FCS	Finance Corporate Mgmt Service
0000008920	2002-08-14	SOLE SOURCE	KINRADE, BARB 540-5422	11,510.16	TAMM COMMUNICATIONS INC.	FIR	Fire
0000008633	2002-07-25	SOLE SOURCE	KELLY, NADINE 546-3988	12,147.85	STIRLING PRINT ALL	CCO	Corporate Communications
0000008793	2002-08-06	SOLE SOURCE	KELLY, NADINE 546-3988	12,165.00	J. ANDRE PARADIS & ASSOCIATES	FCS	Finance Corporate Mgmt Service
0000008613	2002-07-25	SOLE SOURCE	KELLY, NADINE 546-3988	15,000.00	HAMILTON CONNECTS	IT	Information Systems
0000008314	2002-07-09	SOLE SOURCE	DIDOMENICO, TONY 540-5973	15,200.00	UNIVERSITY OF TORONTO	IEP	Infrastructure Env Planning
0000009603	2002-09-27	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	15,845.00	PC AUTOMATION INC.	WST	WASTE MANAGEMENT
0000009412	2002-09-17	SOLE SOURCE	SMITH, COLLEEN 540-5972	17,000.00	GEMINI MERCURY SALES LTD	POL	Police
0000008554	2002-07-23	SOLE SOURCE	KELLY, NADINE 546-3988	17,400.00	ESRI CANADA LIMITED	POL	Police
0000009021	2002-08-21	SOLE SOURCE	IACOE, TINA 540-5971	19,872.00	INTERGRAPH CANADA LTD.	IEP	Infrastructure Env Planning
0000008551	2002-07-23	SOLE SOURCE	SMITH, COLLEEN 540-5972	20,000.00	D & R ELECTRONICS	POL	Police
0000009616	2002-09-30	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	20,000.00	ONTARIO FEDERATION OF AGRICULTURE	WWW	Water and Wastewater
0000008632	2002-07-25	SOLE SOURCE	KELLY, NADINE 546-3988	20,240.50	STIRLING PRINT ALL	CCO	Corporate Communications
0000008575	2002-07-24	SOLE SOURCE	KELLY, NADINE 546-3988	21,458.00	AUSTECH DEVELOPMENTS INC.	POL	Police
0000008815	2002-08-07	SOLE SOURCE	IACOE, TINA 540-5971	26,100.00	HANSEN INFORMATION TECHNOLOGIES-CANADA	IEP	Infrastructure Env Planning
0000008599	2002-07-24	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	32,000.00	PERSPECTIVE MARKETING INC.	ECO	Economic Development
0000008887	2002-08-12	SOLE SOURCE	IACOE, TINA 540-5971	32,780.00	DURISOL	IEP	Infrastructure Env Planning
0000009002	2002-08-19	SOLE SOURCE	KELLY, NADINE 546-3988	34,200.00	AOT PUBLIC SAFETY CORPORATION	POL	Police
0000008650	2002-07-26	SOLE SOURCE	IACOE, TINA 540-5971	34,992.50	ALTERNATE SOLUTIONS	FLT	Fleet Services
0000008312	2002-07-09	SOLE SOURCE	SMITH, COLLEEN 540-5972	44,530.00	FORBES BROS. INC.	POL	Police
0000008888	2002-08-12	SOLE SOURCE	IACOE, TINA 540-5971	50,000.00	WATER REGIME INVESTIGATIONS	IEP	Infrastructure Env Planning
0000009580	2002-09-26	SOLE SOURCE	BELANCIC, JOSEPH 546-2796	50,140.00	PC AUTOMATION INC.	WST	WASTE MANAGEMENT
0000008854	2002-08-09	SOLE SOURCE	KELLY, NADINE 546-3988	73,000.00	INTERGRAPH PUBLIC SAFETY	POL	Police
0000009596	2002-09-27	SOLE SOURCE	IACOE, TINA 540-5971	92,050.00	DILLON CONSULTING LIMITED	IEP	Infrastructure Env Planning
0000008421	2002-07-16	SOLE SOURCE	IACOE, TINA 540-5971	108,000.00	MEA TECHNOLOGIES INC.	FLA	Fleet Finance Administration
0000008851	2002-08-09	SOLE SOURCE	KELLY, NADINE 546-3988	217,337.00	PRC PUBLIC SECTOR INC.	POL	Police
0000008630	2002-07-25	SOLE SOURCE	KELLY, NADINE 546-3988	330,534.00	MINISTER OF FINANCE	POL	Police
0000009399	2002-09-16	TIME SENSITIVE	BELANCIC, JOSEPH 546-2796	13,645.70	ARESCUE ROOTER	WWW	Water and Wastewater
0000009478	2002-09-20	TIME SENSITIVE	BELANCIC, JOSEPH 546-2796	16,000.00	UTILITY SECURITY INC.	WWW	Water and Wastewater
0000009295	2002-09-10	TIME SENSITIVE	VILLABROZA, ERICA 546-4831	16,665.25	TUITE GENERAL CONTRACTORS	RPL	Regional Planning
0000009400	2002-09-16	TIME SENSITIVE	BELANCIC, JOSEPH 546-2796	20,000.00	KLAASSEN AND ASSOCIATES INC.	WST	WASTE MANAGEMENT

3RD QUARTER STATUS REPORT ON USE OF POLICY #10 Emergency Purchasing and Policy #11 - Negotiations

0000009335	2002-09-11	TIME SENSITIVE	BELANCIC, JOSEPH 546-2796	39,500.00	SANDWELL CONSULTING ENGINEERS LTD.	WWW	Water and Wastewater
0000009595	2002-09-27	TIME SENSITIVE	IACOE, TINA 540-5971	46,500.00	SANDWELL CONSULTING ENGINEERS LTD.	WWW	Water and Wastewater
0000008608	2002-07-25	TIME SENSITIVE	SMITH, COLLEEN 540-5972	149,900.00	WAJAX INDUSTRIES LIMITED	FLV	Fleet Vehicles

CITY WIDE IMPLICATIONS

10.3

CITY OF HAMILTON

FINANCE AND CORPORATE SERVICES
City Clerk's Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	October 23, 2002	**Prepared by:**	Charlene Touzel, Co-ordinator of Elections and Freedom of Information (905) 546-2753

SUBJECT: Election Signs By-law (FCS02115) (City Wide)

RECOMMENDATION:

That, pursuant to Section 210(146)(e) of the *Municipal Act,* the proposed Election Signs By-law, attached hereto and marked as Appendix "A", be referred to the Hearing Sub-Committee for consideration at a public meeting to be held on Wednesday, December 4, 2002.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

With amalgamation in 2000, and the Municipal Election approaching in November 2003, Staff has identified the need for a consolidated By-law regulating Election Signs in the new City of Hamilton to ensure that all candidates are subject to the same Election signage requirements; to reduce confusion for candidates, particularly mayoral candidates who are campaigning across the entire City; and, to assist Staff with its monitoring and enforcement.

Staff co-ordinating the World Cycling Championships also identified the need for an Election Sign By-law to be in place before the event is hosted in Hamilton in October 2003.

A By-law has been developed for Council's consideration, and pending Council's approval, a public meeting to consider this By-law will be held on December 4, 2002. As candidates for the 2003 Municipal Election can file their nomination papers as early as January 2, 2003, it is hoped that a consolidated By-law is in effect at that time.

BACKGROUND:

Currently, the City of Hamilton does not have a specific Election Signs By-law. Municipal By-laws regulating the erection of signs, which may include reference to election signs, are in place for the old City of Hamilton and the former City of Stoney Creek, Towns of Ancaster, Dundas and Flamborough and Township of Glanbrook.

The Staff Committee charged with the responsibility of overseeing the co-ordination of the World Cycling Championships to be held in Hamilton in October 2003, has also identified the need for an established Election signage By-law to be in place prior to the hosting of this world-class event in our City. Anticipated issues such as public and participant safety, visual obstruction for the race, competition and/or conflict with race signage and advertising rights, and the general visual appearance of the race route for world-wide television viewers and spectators. On April 24, 2002, City Council directed the World Cycling Council Liaison Committee to work with Staff to establish an Election signage guideline/policy/by-law for the 2003 Municipal Election.

ANALYSIS OF ALTERNATIVES:

In the development of an Election Signs By-law for the City of Hamilton, Staff reviewed Sign and Election Sign By-laws from other Canadian municipalities and examined various options such as restrictions on sign placement and the timing of the erection and removal of election signs, which met the needs of the World Cycling Liaison Committee, as well as restrictions on the placement of signs in public parks, on public highways and on medians, which addressed Election signage problems encountered and complaints received by Staff in past Municipal Elections.

Listed below is a summary of the components found in other municipal By-laws regulating Election Signs that were taken into consideration in the preparation of the proposed By-law:

City of Brampton:
- Signs not to be erected until after the close of nominations
- Signs area not to exceed two square metres
- Signs shall be removed within 48 hours after the close of the election

City of London
- No Campaign Signs permitted on or over a roadway or sidewalk
- No person shall at any time nail or otherwise attach a campaign sign to or upon any utility pole, light pole, utility box, tree, bus shelter, planter, bench, waste receptacle, newspaper box or mail box located on a road allowance
- No Campaign Signs permitted in any public park or on any property owned or occupied by the Corporation or any local board
- City can remove signs contrary to the by-law, or those that create a hazard to vehicular traffic or pedestrians and the candidate is liable to a charge of either $50 or the actual cost of removing the campaign sign, whichever is greater

City of Mississauga
- No Election Signs on or overhanging public property
- No Election Signs within 50 metres of a polling station
- No Election Signs on a utility pole or on any official sign or sign structure
- Election Posters (no larger than 8 ½ " x 11") can be erected on a designated light standard which has been fitted with a collar – one poster per light standard
- No person shall erect an Election Sign which is greater than 16 square feet in area
- Signs shall not be erected prior to the issuance of writs for Provincial and Federal Elections or 6 weeks immediately preceding the day of the Election
- Signs to be removed 48 hours immediately following the day of the Election
- City can charge the owner or agent of the owner of any sign that is in contravention of the By-law and if removed, a fee of $50 for the removal of the sign

City of Toronto
- Signs shall not be attached to trees
- Signs shall not include City logo
- $200 Election Sign deposit required of candidates before signs can be erected and deposit refunded within 90 days of voting day
- Signs can be erected on public highways, except highways where pedestrians are prohibited, provided that the signs are no larger than 1.2 square metres, not located between the curb and the sidewalk, not located on a median or island, not adjacent to a voting place, City park or facility owned or operated by the City
- No Election Signs permitted on a Public Utility Pole
- Signs on private property not to exceed 1.2 square metres, interfere with safe operation of vehicular traffic or safety of pedestrians and are erected with consent of the owner or occupant of the property
- Federal and Provincial Election Signs shall not be displayed until the day the writ of the election is issued
- Municipal Election Signs shall not be erected until 25 days prior to voting day
- Election Signs can be erected on campaign offices 60 days prior to voting day
- Election Signs to be removed within 72 hours after voting day
- Signs in violation of the By-law may be removed from public property and stored for 3 days, during which time the owner of the sign can retrieve the sign. A $20 fee for its removal will be deducted from the refundable portion of the candidate's Election Sign deposit (fee could be waived if the candidate provided sworn statement that neither he/she nor anyone acting on his/her behalf was responsible for the unlawful erection or display of the Election Sign)
- Candidates would be responsible for paying the costs associated with the removal of signs from private property
- Fees in the amount of $2.00 per day or $0.50 per square metre of sign face area would be imposed on the Candidate

Town of Whitby

- Election and campaign signs shall be permitted on private property with the consent of the owner and signs shall not exceed 3.0 square metres in area
- Signs to a maximum of 3.0 square metres permitted on the boulevard of a street where the consent of the abutting property owner has been obtained and where such sign does not interfere with, or impair, pedestrian or vehicular movement
- Signs shall not be permitted within a sight triangle, in a public park or open space owned by the municipality, and, on or in any municipally owned building or structure
- Election or Campaign Signs shall not be erected or displayed earlier than six weeks to the election and removed no later than 7 days following such election

City of Winnipeg

- Campaign signs shall not be erected prior to the date the election is officially proclaimed
- Campaign signs to be removed within 7 days following Election Day
- No regulations respecting size
- Campaign signs are allowed within public rights-of-way provided they do not create a dangerous condition or cause damage to public property (for vehicular safety reasons, this would preclude most signs on medians and within 10 metres of an intersection)

Highlights of the proposed Election Signs By-law for the City of Hamilton include:

- Signs shall not be erected for the 2003 Municipal Election until October 16, 2003, being 25 days prior to voting day, and in subsequent years, until 4 weeks prior to voting day
- Election Signs shall not be erected or displayed for a federal or provincial election until the day the writ of the election is issued and, in 2003, shall not be erected in the City of Hamilton along the race route during the World Cycling Championships to be held from October 6-12, 2003
- A broadening of the definition of "Election Sign" to mean any sign advertising or promoting a candidate in a federal, provincial or municipal election or by-election or one that uses words, pictures or graphics intended to influence persons to vote for or against any question or by-law submitted to the electors
- Election Signs shall not be illuminated or have rotating parts
- No Election Sign shall be attached to trees
- No permits shall be required by the City for the erection of Election Signs in the City
- No Sign shall be located within 50 metres of the entrance to a polling place
- No Signs shall be placed in or on vehicles that are parked within 50 metres to the entrance to a polling place if the signs are visible from the vehicles
- No person shall display the City of Hamilton logo, crest or seal on any Election Sign
- No signs permitted in any public park or on any property owned or occupied by the City of Hamilton or any local board

- Election Signs may be erected or displayed on public highways, except highways upon which pedestrians are prohibited, provided that the sign is no larger than 1.2 square metres, not located within 1.5 metres of the curb, not located between the curb and the sidewalk, not located within 15 metres of an intersection or pedestrian crossover, not located on a median, island or central boulevard, not attached to any bridge or overpass, does not interfere with the safe operation of vehicular traffic or with the safety of pedestrians, and has been erected with the consent of the owner/occupant of the abutting property
- No sign shall be attached to a Public Utility Pole, light standard, any official sign or official sign structure, utility box, bus shelter (except where arrangements have been made with the owner of the shelter), planter, bench, waste receptacle, newspaper box, or mail box on a road allowance
- No sign shall be placed on a boundary line fence or noise attenuation wall which is located on public property
- Election Signs on private property shall be no larger than 2.23 square metres (24.0 square feet) in area and no higher than 1.83 metres (6.0 feet) above ground level, save and except billboard signs and signs on campaign offices
- Election Signs to be removed within 1 week following voting day

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

In 1990, the Ontario High Court found that election signs are a media of expression falling within the ambit of the section 2 Charter guarantee of freedom of expression. In *Ramsden v. Peterborough (City)*, the Supreme Court of Canada determined that "postering" constituted "expression" under the Charter and that an absolute prohibition of posters on all public property infringed such right. As such, a municipality cannot ban signs completely from all public property, but it may set certain restrictions.

Council has the authority to pass by-laws prohibiting or regulating signs and other advertising devices under Section 210, paragraphs 146 to 149 of the *Municipal Act*. A by-law passed under this Section:

- may specify a time period during which signs may stand or be displayed and may require the removal of such signs after the display time period has expired
- may require the production of the plans of all signs to be erected and provide for the charging of fees for the inspection and approval of such signs and for issuing a permit before signs are erected
- may authorize the pulling down or removal of signs at the expense of the owner of any sign that is erected or displayed in contravention of the by-law
- can prohibit or regulate the nailing or otherwise attaching of anything to or upon any property managed and controlled by a public utility commission or a local board; and,
- can prohibit the pulling down or defacing of signs that have been lawfully affixed

Before passing a By-law under Section 210(146)(e) of the Act, notice of the proposed by-law and notice of the council meeting at which the proposed by-law is to be discussed, shall be published once at least fourteen days prior to the council meeting indicated in the notice. The public meeting for the purposes of considering this by-law and inviting public comment, will be held at the Hearing Sub-Committee meeting on December 4, 2002.

POLICIES AFFECTING PROPOSAL:

n/a

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Staff met with the World Cycling Liaison Committee on two separate occasions and the comments made by the Committee have been taken into consideration.

Staff from Legal Services, Community Services and Transportation Operations and Environment have been consulted in the development of the by-law.

CITY STRATEGIC COMMITMENT:

The development of one consolidated Election Signs By-law for the new City of Hamilton which treats all candidates in a fair and equitable manner is in keeping with the goals of Vision 2020 to ensure public activities and decisions at all levels of government are co-ordinated, efficient, effective and easily accessible to all citizens. Without a new By-law, candidates running for office in different wards of the City would be subject to different signage requirements.

attachment

cc Peter Crockett, General Manager, Transportation, Operations and Environment Department
David Beck, Assistant Corporate Counsel, Legal Services and Corporate Counsel Division
Shelley Merlo-Orzel, Manager, World and Community Events, Community Services Department

Proposed By-law to regulate Election Signs

WHEREAS Council may pass by-laws to regulate signs and other advertising devices under paragraphs 146 to 149 inclusive of section 210 of the Municipal Act; and

WHEREAS it is desirable to have one consolidated Election Signs By-law for the City of Hamilton; and,

WHEREAS Council may pass by-laws for permitting any person under such conditions as may be agreed upon to place objects in, on, under or over sidewalks and highways under its jurisdiction and for prescribing the terms and conditions upon which such objects are to be placed under paragraph 3 of section 308 of the Municipal Act; and

WHEREAS notice of a proposed by-law regarding election signs was published in a daily newspaper on (insert date, 2002) and interested persons were given an opportunity to be heard at a public meeting held on December 4, 2002);

NOW THEREFORE, the Council of the City of Hamilton hereby enacts as follows:

Definitions

1. In this by-law,

"Candidate" shall have the same meaning as in the *Canada Elections Act*, the *Election Act* (Ontario) or the *Municipal Elections Act, 1996*, as applicable, and shall be deemed to include a person seeking to influence other persons to vote for or against any question or by-law submitted to the electors under section 8 of the *Municipal Elections Act, 1996*;

"Election Sign" means any sign:

(a) advertising or promoting a candidate in a federal, provincial or municipal election or by-election; or

(b) that uses words, pictures or graphics or any combination thereof intended to influence persons to vote for or against any question or by-law submitted to the electors under section 8 of the *Municipal Elections Act, 1996*;

"Public Property" means property owned by or under the control of the City of Hamilton or any of its agencies, boards or commissions, including public highways, and shall be deemed to include Public Utility Poles, regardless of whether the poles are owned by or under the control of the City;

"Public Utility Pole" means a pole owned or controlled by an entity which provides a municipal or public utility service, including the City, Bell Canada, Hydro and any subsidiaries thereof.

General

2. (1) No person shall erect, attach, place or display an Election Sign except as permitted by this by-law.

(2) Election Signs shall not be:

(a) illuminated or have rotating parts

(b) attached to trees.

(3) No person shall deface or willfully cause damage to a lawfully-erected Election Sign.

(4) No permits are required by the City for the erection of Election Signs in the City of Hamilton.

(5) No person shall erect an Election sign, poster or placard that refers to an election, within a building or within 50 metres of the entrance to a building in which there is a polling place and shall not place such a sign, poster or placard in or on a vehicle that is parked within 50 metres of the entrance to a building in which there is a polling place if it is visible from the vehicle.

(6) No person shall display the City of Hamilton logo, crest or seal in whole or in part, on any Election Sign.

Election Signs on Public Property

3. (1) No person shall at any time place an Election Sign, or cause an Election sign to be placed, in any public park or on any property owned or occupied by the City of Hamilton or any local board.

(2) Election Signs may be erected or displayed on public highways, except highways upon which pedestrians are prohibited, if:

(a) the signs are no larger than 1.2 square metres (12.92 square feet) in area and no higher than two (2) metres above ground level;

(b) on highways without sidewalks, the signs are not located within 1.5 metres of the curb or the edge of pavement;

(c) on highways with sidewalks, the signs are not located between the curb and the sidewalk;

(d) the signs are not located within fifteen (15) metres of an intersection or pedestrian crossover;

(e) the signs are not located on a median, island or central boulevard installed within the highway;

(f) the signs are not attached to any bridge or overpass;

(g) the signs do not interfere with the safe operation of vehicular traffic or with the safety of pedestrians;

(h) the signs are erected with the consent of the owner or occupant of the abutting property.

(3) No person shall pull down or remove an Election Sign erected or displayed in accordance with subsection (1) and (2) except with the consent of the Candidate to whom the sign relates or the owner or occupant of the abutting property.

(4) (1) Despite the provisions of this or any other by-law, no person shall attach an Election Sign to a Public Utility Pole, light standard, any official sign or official sign structure, utility box, bus shelter, planter, bench, waste receptacle, newspaper box, or mail box on a road allowance.

(2) Subsection (1) does not apply to a bus shelter in respect of which arrangements have been made with the owner of the shelter for the attachment of a campaign sign.

(5) No person shall place or cause to be placed an election sign on a boundary line fence or noise attenuation wall which is located on public property.

(6) No person shall erect an Election Sign where it obstructs or interferes with a door or fire escape of a building.

Election Signs on Private Property

4. (1) Election Signs may be erected or displayed on private property if:

(a) the signs are no larger than 2.23 square metres (24.0 square feet) in area and no higher than 1.83 metres (6.0 feet) above ground level, save and except billboard signs and signs on campaign offices;

(b) the signs do not interfere with the safe operation of vehicular traffic or with the safety of pedestrians; and,

(c) the signs are erected with the consent of the owner or occupant of the property.

(2) No person shall pull down or remove a lawfully-erected Election Sign on private property without the consent of the Candidate to whom the sign relates or the owner or occupant of the property upon which the sign is erected.

Timing

5. (1) Election Signs shall not be erected or displayed for the municipal election in 2003 until October 16, 2003, being twenty-five (25) days prior to voting day, and in subsequent years, until four (4) weeks prior to voting day.

(2) Election Signs shall not be erected or displayed for a federal or provincial election until the day the writ of election is issued and, in 2003, shall not be erected in the City of Hamilton along the race route for the World Cycling Championships to be held from October 6-12, 2003.

(3) Despite subsections (1) and (2), Elections Signs may be erected on campaign offices once the candidate has filed his/her nomination papers and paid the required filing fee.

(4) Election Signs shall be removed within one (1) week after the completion of voting on voting day.

Removal of Unlawful Election Signs

6. (1) If a sign is erected or displayed in violation of this by-law, the appropriate City officials may cause the sign to be removed immediately without notice.

(2) Any sign that has been removed by the City will be stored until one week after the completion of voting on voting day.

(3) Candidates, or an agent on their behalf, can reclaim all removed signs for up to one week following voting day, during regular office hours.

(4) Any sign that has been removed in accordance with subsection (2) and not reclaimed in accordance with subsection (3) shall be destroyed or otherwise disposed of by the City without notice and without compensation to the owner of the sign.

(5) Despite subsection (2), the City shall not be obliged to store signs made entirely of paper or other lightweight material and may destroy these signs immediately upon removal.

Offences and Penalties

7. Any person who contravenes any provision of this by-law is guilty of an offence and upon conviction, is liable to a maximum fine of $5,000, exclusive of costs, for each offence. Under the *Provincial Offences Act, R.S.O. 1990, c.P.33, as amended*, the City may pursue charges against any person who is in contravention of this by-law.

Liability for Damages

8. The provisions of this by-law shall not be construed as relieving or limiting the responsibility or liability of any person erecting or owning any sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or willful acts of such person, or his or her agents or employees, in the construction, erection, maintenance, repair or removal of any such signs.

Precedence over Election Sign Provisions in other By-laws

9. The provisions of this by-law supercede the election sign provisions of any other by-law.

Revised October 23, 2002

Appendix "A" to Report FCS02115

Proposed By-law to regulate Election Signs

WHEREAS Council may pass by-laws to regulate signs and other advertising devices under paragraphs 146 to 149 inclusive of section 210 of the Municipal Act; and

WHEREAS it is desirable to have one consolidated Election Signs By-law for the City of Hamilton; and,

WHEREAS Council may pass by-laws for permitting any person under such conditions as may be agreed upon to place objects in, on, under or over sidewalks and highways under its jurisdiction and for prescribing the terms and conditions upon which such objects are to be placed under paragraph 3 of section 308 of the Municipal Act; and

WHEREAS notice of a proposed by-law regarding election signs was published in a daily newspaper on (insert date, 2002) and interested persons were given an opportunity to be heard at a public meeting held on December 4, 2002);

NOW THEREFORE, the Council of the City of Hamilton hereby enacts as follows:

Definitions

1. In this by-law,

"Candidate" shall have the same meaning as in the *Canada Elections Act*, the *Election Act* (Ontario) or the *Municipal Elections Act, 1996*, as applicable, and shall be deemed to include a person seeking to influence other persons to vote for or against any question or by-law submitted to the electors under section 8 of the *Municipal Elections Act, 1996*;

"Election Sign" means any sign:

(a) advertising or promoting a candidate in a federal, provincial or municipal election or by-election; or

(b) that uses words, pictures or graphics or any combination thereof intended to influence persons to vote for or against any question or by-law submitted to the electors under section 8 of the *Municipal Elections Act, 1996*;

"Public Property" means property owned by or under the control of the City of Hamilton or any of its agencies, boards or commissions, including public highways, and shall be deemed to include Public Utility Poles, regardless of whether the poles are owned by or under the control of the City;

"Public Utility Pole" means a pole owned or controlled by an entity which provides a municipal or public utility service, including the City, Bell Canada, Hydro and any subsidiaries thereof.

General

2. (1) No person shall erect, attach, place or display an Election Sign except as permitted by this by-law.

(2) Election Signs shall not be:

(a) illuminated or have rotating parts

(b) attached to trees.

(3) No person shall deface or willfully cause damage to a lawfully-erected Election Sign.

(4) No permits are required by the City for the erection of Election Signs in the City of Hamilton.

(5) No person shall erect an Election sign, poster or placard that refers to an election, within a building or within 50 metres of the entrance to a building in which there is a polling place and shall not place such a sign, poster or placard in or on a vehicle that is parked within 50 metres of the entrance to a building in which there is a polling place if it is visible from the vehicle.

(6) No person shall display the City of Hamilton logo, crest or seal in whole or in part, on any Election Sign.

Election Signs on Public Property

3. (1) No person shall at any time place an Election Sign, or cause an Election sign to be placed, in any public park or on any property owned or occupied by the City of Hamilton or any local board.

(2) Election Signs may be erected or displayed on public highways, except highways upon which pedestrians are prohibited, if:

(a) the signs are no larger than 1.2 square metres (12.92 square feet) in area and no higher than two (2) metres above ground level;

(b) on highways without sidewalks, the signs are not located within 1.5 metres of the curb or the edge of pavement;

(c) on highways with sidewalks, the signs are not located between the curb and the sidewalk;

(d) the signs are not located within fifteen (15) metres of an intersection or pedestrian crossover;

(e) the signs are not located on a median, island or central boulevard installed within the highway;

(f) the signs are not attached to any bridge or overpass;

(g) the signs do not interfere with the safe operation of vehicular traffic or with the safety of pedestrians;

(h) the signs are erected with the consent of the owner or occupant of the abutting property.

(3) No person shall pull down or remove an Election Sign erected or displayed in accordance with subsection (1) and (2) except with the consent of the Candidate to whom the sign relates or the owner or occupant of the abutting property.

(4) (1) Despite the provisions of this or any other by-law, no person shall attach an Election Sign to a Public Utility Pole, light standard, any official sign or official sign structure, utility box, bus shelter, planter, bench, waste receptacle, newspaper box, or mail box on a road allowance.

(2) Subsection (1) does not apply to a bus shelter in respect of which arrangements have been made with the owner of the shelter for the attachment of a campaign sign.

(5) No person shall place or cause to be placed an election sign on a boundary line fence or noise attenuation wall which is located on public property.

(6) No person shall erect an Election Sign where it obstructs or interferes with a door or fire escape of a building.

Election Signs on Private Property

4. (1) Election Signs may be erected or displayed on private property if:

(a) the signs are no larger than 2.23 square metres (24.0 square feet) in area and no higher than 1.83 metres (6.0 feet) above ground level, save and except billboard signs and signs on campaign offices;

(b) the signs do not interfere with the safe operation of vehicular traffic or with the safety of pedestrians; and,

(c) the signs are erected with the consent of the owner or occupant of the property.

(2) No person shall pull down or remove a lawfully-erected Election Sign on private property without the consent of the Candidate to whom the sign relates or the owner or occupant of the property upon which the sign is erected.

Timing

5. (1) Election Signs shall not be erected or displayed for the municipal election in 2003 until October 16, 2003, being twenty-five (25) days prior to voting day, and in subsequent years, until four (4) weeks prior to voting day.

(2) Election Signs shall not be erected or displayed for a federal or provincial election until the day the writ of election is issued and, in 2003, shall not be erected in the City of Hamilton along the race route for the World Cycling Championships to be held from October 6-12, 2003.

(3) Despite subsections (1) and (2), Elections Signs may be erected on campaign offices once the candidate has filed his/her nomination papers and paid the required filing fee.

(4) Election Signs shall be removed within one (1) week after the completion of voting on voting day.

Removal of Unlawful Election Signs

6. (1) If a sign is erected or displayed in violation of this by-law, the appropriate City officials may cause the sign to be removed immediately without notice.

(2) Any sign that has been removed by the City will be stored until one week after the completion of voting on voting day.

(3) Candidates, or an agent on their behalf, can reclaim all removed signs for up to one week following voting day, during regular office hours.

(4) Any sign that has been removed in accordance with subsection (2) and not reclaimed in accordance with subsection (3) shall be destroyed or otherwise disposed of by the City without notice and without compensation to the owner of the sign.

(5) Despite subsection (2), the City shall not be obliged to store signs made entirely of paper or other lightweight material and may destroy these signs immediately upon removal.

Offences and Penalties

7. Any person who contravenes any provision of this by-law is guilty of an offence and upon conviction, is liable to a maximum fine of $5,000, exclusive of costs, for each offence. Under the *Provincial Offences Act, R.S.O. 1990, c.P.33, as amended*, the City may pursue charges against any person who is in contravention of this by-law.

Liability for Damages

8. The provisions of this by-law shall not be construed as relieving or limiting the responsibility or liability of any person erecting or owning any sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or willful acts of such person, or his or her agents or employees, in the construction, erection, maintenance, repair or removal of any such signs.

Precedence over Election Sign Provisions in other By-laws

9. The provisions of this by-law supercede the election sign provisions of any other by-law.

Revised October 23, 2002

SECTION 11

SECTION 12

AFFECTS WARD 5

12.1

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Development Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 CA-02-03	**Prepared by:**	Stan Holiday (905) 546-4280

SUBJECT: Application for a Certificate of Approval (Waste Disposal Site), Ministry of Environment Reference Number 5935-5BJN5P, for Lands Located at 294 Lake Avenue North, Applicant - 1370614 Ontario Inc., Operating as M & B Enterprises, (William Murray, Owner) (PD02217) (Ward 5)

RECOMMENDATION:

That the Environmental Assessment and Approval Branch of the Ontario Ministry of Environment (MOE) be advised that, should the Ministry approve the application by **1370614 Ontario Inc., operating as M & B Enterprises (William Murray, owner)**, for a Certificate of Approval for a Waste Disposal Site to permit the establishment of a solvent recycling program for 294 Lake Avenue North, as shown as Appendix "A" to Report PD02217, the City of Hamilton requests the following to be undertaken:

(a) That all environmental safeguards normally associated with the proposed activities are implemented, to the satisfaction of the Ministry of Environment (MOE);

(b) That the storage capacity of waste material be limited to four (4) 205 litre drums, to the satisfaction of the Ministry of Environment;

(c) That prior to the commencement of any recycling operations, the loading door and the entrance door area is to be modified to incorporate a concrete berm to prevent a spill from leaving the existing unit;

(d) That prior to occupancy of this site, the applicant shall:

(i) Prepare a contingency plan that will involve training of staff for emergencies, such as spills on site and clean-up procedures, to minimize any accidental discharges to the environment or to the City's Sewer System. This plan is to include, as per the City's Sewer Use By-law R89-049 as amended, calling the City's 24 Hour Spills Line at (905) 540-5188;

(ii) Post sufficient financial securities for any materials left on site in the event operations end and that the Bond should be for the storage capacity as determined by the Ministry of Environment;

(iii) Ensure that the necessary renovations and repairs to the unit be made under permit from the Hamilton Building and Licensing Division to provide a minimum two (2) hour fire separation between this occupancy and the remainder of the building;

(iv) Provide and install listed portable fire extinguishers, having a minimum rating of 3A 20 BL, so that the travel distance from any point in the occupancy to an extinguisher does not exceed twenty-five (25) metres (82 feet), to the satisfaction of the City of Hamilton Fire Department; and,

(v) Ensure that an inspection is undertaken under Part 4 of the Ontario Fire Code, Flammable and Combustible Liquids.

(e) That the testing of sludge waste follow Ministry of Environment guidelines;

(f) That a copy of Report PD02217 be forwarded to the Environmental Assessment and Approvals Branch of the Ministry of Environment for their consideration; and,

(g) That the Environmental Assessment and Approvals Branch of the Ministry of Environment be requested to forward a copy of its final decision respecting the Certificate of Approval to the Municipal Clerk, City of Hamilton.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The applicant, 1370614 Ontario Inc., operating as M & B Enterprises (William Murray, owner), has applied to the Ministry of Environment for a Certificate of Approval for a waste disposal site (recycling) for lands located at 294 Lake Avenue North. The subject lands are located in the "Grayside Neighbourhood" and are zoned "KK/S-1118" Restricted Heavy Industrial Zone. The proposed recycling business is a solvent recycling program for gun wash solvent from paint gun washers and industrial part washers. The solvent from the industrial customer will be picked up, recycled and returned to the customer.

The Ministry of Environment requests affected municipalities to provide comments on new and amended Certificate of Approval applications. The MOE then makes a decision on the application, on the basis of the comments received, in addition to various technical and environmental considerations. Comments from the City of Hamilton on Certificate of Approval applications are forwarded to the MOE.

The recommendation is to request the MOE include a number of conditions to be complied with, prior to occupancy of the facility, and conditions required to be complied with on an ongoing basis, should the Certificate of Approval application be given approval.

BACKGROUND:

What is a Certificate of Approval

A "Certificate of Approval", pursuant to Part V of the Environmental Protection Act, is a legally binding document, through which an individual, company or municipality is permitted, by the Ontario Ministry of Environment (MOE), to undertake an activity related to the management of waste.

Each Certificate of approval is drafted to address the site-specific considerations relevant to the proposal and contains enforceable requirements that ensure environmental and health protection, compliance with legislation and policy requirements. The Certificate of Approval stipulates the types of wastes that can be managed at the facility and contains "conditions" that describe the manner in which the facility is to be operated. Failure to comply with any of a Certificate's conditions constitutes a violation of the Environmental Protection Act and is grounds for enforcement through the Provincial Offences Act.

As part of their review process, the MOE requests the affected municipalities to provide comments on new and amended Certificate of Approval applications. The MOE then makes a decision on the application, on the basis of the comments received, in addition to various technical and environmental considerations. Comments from the City of Hamilton on Certificate of Approval applications are forwarded to the MOE.

Proposal

The applicant, 1370614 Ontario Inc., operating as M & B Enterprises (William Murray, owner), has applied to the Ministry of Environment for a Certificate of Approval for a waste disposal site (recycling) for lands located at 294 Lake Avenue North, as shown on Appendix "A". The subject lands are located in the "Grayside Neighbourhood" and are zoned "KK" Restricted Heavy Industrial Zone. The lands surrounding the subject lands are zoned for industrial uses. The lands to the west are vacant industrial uses. The lands directly to the south are operated by the Ramgarhia Association of Hamilton as an institutional use. The lands to the east are zoned "A" Zone, Conservation, Open Space and Recreation and are separated by a five (5) foot chain link fence.

The applicant has applied for a Certificate of Approval for a recycling business, which would permit the establishment of a solvent recycling program for gun wash solvent from paint gun washers and industrial part washers. The solvent from the industrial customer would be picked up, recycled and returned to the customer. Currently M & B Enterprises are currently selling new chemicals to industry and selling and installing solvent recycling machines for customers that want to recycle their own chemicals. The operation is proposed to be undertaken completely within an enclosed unit of an industrial building. The unit measures approximately six (6) metres x 13.7 metres (20 feet x 45 feet) and is accessed via an overhead loading door and a pedestrian entrance door located at the rear of the building, as shown on Appendix "B". The remainder of the industrial building, a former warehouse and machine shop, was currently for lease at the time of preparing this report.

Design and Operation

The recycler to be used is one SRS 175 and it can recycle between three (3) to four (4) gallons per hour, as shown on Appendix "C". The projected hours of operation of the recycling facility are 7:00 AM to 4:00 PM, on weekdays. The solvents received will not be mixed from different customers and the recycled solvent will be returned to the customer. The materials will either be picked up at the customer's location in small quantities by M & B Enterprises or larger quantities will be picked up by Tetra-Chem

Industries Ltd. The majority of business will be paint gun wash and cleaning solvents for industrial and automotive part washers.

The storage of drums on site will be ground level only and no stacking is permitted. The drums are to be properly identified and MSDS sheets displayed in an open and accessible area located enclosed in a three (3) ring binder. Drums are to be stored according to class identification group of drums arranged so that contents are compatible and do not present the potential for violate chemical reaction or explosive hazards. All drums are to be of steel construction. There is to be no source of ignition nearby. Spill containment includes: safety absorbent material and proper fire fightling equipment available. All training manuals will be posted by equipment and regular upgrading of employees ablility and knowledge for spills and fire procedures is to be undertaken on a regular basis. All emergency phone numbers are to be listed on the drums and all staff to be trained in first aid and safety procedures.

ANALYSIS OF ALTERNATIVES:

The City of Hamilton is not the approval authority for Certificate of Approval application, but has been required to submit comments on this application to the MOE. The MOE will consider the City's comments in making a decision on the application. The following alternatives are available to the City to providing comments to MOE.

1. **Request MOE to Deny the Application**

   The City could request MOE to deny the Certificate of Approval application. However, as noted in the comments from the Building and Licensing Division, Planning and Development Department, the proposed use is permitted under the current zoning and this recycling facility is considered to be minor in nature.

2. **Request MOE Hold the Application in Abeyance Pending Completion of the Study of Waste Disposal Sites**

   The Planning and Development Department is undertaking a planning review of waste disposal site (recycling facilities). The study was initiated due to the increasing number and intensity of waste disposal sites in Hamilton and concern with respect to the cumulative impacts on nearby sensitive land uses. It would serve little purpose to delay this particular application, as the study has just been initiated, and this Certificate of Approval is for a minor recycling operation as it involves a single seventy-six (76) litre, (20 gallon) capacity tank.

3. **Request MOE to Incorporate the City's Conditions**

The circulation of the application to City Departments did not result in any objections to the proposal. Staff has identified the following concerns/issues with the application that requires to be addressed through the Certificate of Approval.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – No implications on financial resulting.

Staffing – No implications on staffing resulting.

Legal – Certificate of Approval applications are processed by the Ontario Ministry of the Environment under the authority of the Environmental Protection Act. The City of Hamilton has been formally requested to provide comments to the Ministry on this specific application.

POLICIES AFFECTING PROPOSAL:

- Hamilton-Wentworth Official Plan (2002)

The subject lands are designated Urban–Business Parks by the Hamilton-Wentworth Official Plan. The proposal does not conflict with the Hamilton-Wentworth Official Plan.

- Hamilton Official Plan

The proposal does not conflict with Hamilton Official Plan. The subject lands are designated Industrial on Schedule "A", Land Use Concept, of the Hamilton Official Plan. According to Section A.2.3.1 of the Official Plan, the primary uses shall be for manufacturing, processing, warehousing, repair and servicing. In addition, uses that are incidental to industrial operations, those which are operated as subsidiary functions to an industrial establishment or uses which have characteristics or functional requirements similar to industries area, are also permitted.

Subsection B.2.4.6 states that "Council will not permit the final disposal of solid waste within the City except at approved disposal facilities to protect the environment and the public health."

Based on the information provided, the proposed use would conform with the Official Plan since it would be incidental to the primary use on the property and, if the Certificate of Approval is granted, the final disposal of waste will be in an approved facility.

- Hamilton By-law No. 6593

The subject lands are zoned "KK/S-1118 " Restricted Heavy Industrial District and the proposed solvent recycling program is a permitted use.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The Building and Licensing Division, Planning and Development Department, has advised that the proposed solvent recycling is permitted under the "KK" District and that it is subject to the Ministry of Environment approval. Also, Section 18. (1) states that no land, building or structure shall be used in the area covered by this By-law for any commercial or industrial purpose likely to create danger from fire or explosion.

The Health Protection Branch, Social and Public Health Services Department, has advised that it has no objection to the approval of this application, based on the information provided. The applicant should adhere to all operating criteria, as set out by the Certificate of Approval and any other applicable legislation/guidelines of the MOE (i.e. Regulation 347). The Certificate of Approval should also outline basic operating standards as it relates to litter, dust and noise concerns.

The Water and Wastewater Division, Transportation, Operations and Environment Department, has advised that the proposal is acceptable from a sewer use standpoint with the provision that wastewater discharged from this operation complies with Sewer Use By-law R89-049, and that the following three (3) items are instituted:

1. Spill prevention and containment measures will be dealt with through the C of A. Also, that solid and liquid waste will be appropriately dealt with through the proper Ministry guidelines;

2. Contingency plans for spills on site, and clean up procedures, are covered under the company's C of A. The City's Spills number (905) 540-5188 should be included in the C of A and in the company's on site Contingency Plan; and The

loading door and the main door must have a concrete berm to prevent a spill from leaving the unit.

The Solid Waste Planning, Transportation, Operations and Environment Department, has advised that the proposal is acceptable and notes the following:

The main operation will be recycling of gun wash solvent from paint gun washers rented by M & B Enterprises from which a waste, in the form of sludge, will be generated and tested for classification as a hazardous waste for special disposal.

From a Solid Waste standpoint, the issues of concern would be that of:

- maximum storage times for waste material should be addressed;
- a sufficient Bond is posted for any materials left on site should operations end;
- storage capacity of waste material should be limited to no more than 3 to 4, 205 litre drums; and,
- testing of the sludge waste should follow Ministry guidelines.

As stated by William Murray, owner, the sludge waste will be picked up by private/Commercial facilities, such as Hotz, for final disposal and, as a result, there would be no impact on the City of Hamilton's Solid Waste Management System.

The Fire Prevention Division, Community Services Department, has advised the proposal is acceptable and requires the following measures be undertaken:

1. Provide a minimum two (2) hour fire separation between this occupancy and the remainder of the building. This work is to be carried out under permit from the City of Hamilton Building Department;

2. Provide and install listed portable fire extinguishers having a minimum rating of 3A 20 BC so that the travel distance from any point in the occupancy to an extinguisher does not exceed 25 metres (82 feet); and,

3. Be advised that the inspection of this premise did not include requirements made under Part 4 of the Ontario Fire Code, Flammable and Combustible Liquids. As the building owner or occupant, it is your responsibility to ensure that the building or operation complies with the Ontario Fire Code Regulations. In some buildings or occupancies, substantial renovations or changes in present operating procedures may be required due to the technical nature of the requirements. It

may be necessary to obtain the services of a Professional Engineer in order to determine requirements applicable to this building.

CITY STRATEGIC COMMITMENT:

The proposal complies with Vision 2020 goals, which promote the safe and responsible management of wastes. The proposed operation will provide the opportunity to re-use approximately ninety percent (90%) of the original solvent products, which implements sustainable development goals aimed at the diversion of wastes for re-use or recycling,

COMMENTS:

On October 8, 2002, Solid Waste Section, Fire Prevention Staff and Development Division Staff conducted a site visit at the proposed facility. The recycling operation is confined to an existing portion of an industrial building which is privacy fenced from adjacent uses on both north and south sides and chain linked fenced to the east. The anticipated impacts, if any, on the surrounding lands is considered minor. The proposed recycling operation is likely to be less intense than any heavy industrial use that would be permitted on the site. The applicant has indicated to staff that the number of vehicles anticipated to visit the site, to either drop off solvent and/or to pick up recycled solvent, is to range from three (3) to five (5) vehicles weekly. There are no noise issues resulting from this proposed recycling facility, as described in the operating pamphlet provided to describe the technology used and noted below.

S.R.S. Environment Inc. describes the Solvent Recovery System as follows:

"These unique, affordable systems will recover approximately ninety (90%) of the batch volume for re-use, significantly reducing new solvent purchases as well as the volumes of dirty solvents and /or solids to be disposed of. Add the dirty solvent to the teflon-lined tank, place the stainless steel lid and clamp it down. As the microprocessor-controlled thermostat raises the temperature above the boiling point of the solvent being recovered, the solvent vaporizes into the air-cooled condenser where it is condensed into a re-useable solvent. The remaining solids in the still bottom can then be removed for disposal and the system is ready to process the next batch."

The remaining solids (waste product) from the recycling process must be disposed of and the applicant must make arrangements, acceptable to MOE, regarding the appropriate pick-up and disposal of this material as part of the Certificate of Approval. Based on the factors provided with the application concerning the operations of the facility, the equivalent of approximately sixty-eight (68) litres (18 gallons) per week of solids would be produced from this recycling operation.

The technology proposed to be used at this location is one (1) SRS-175XPM Solvent Recovery System, which has a recovery rate of 11 to 15 litres (3 to 4 gallons) per hour, which would produce a maximum of six hundred and eighty (680) litres (180 gallons) per week of recycled solvent, based on a 9 hour day.

The proposed recycling is a small operation and is anticipated to have no impact on the surrounding land uses. With the incorporation of the requirements noted by the commenting departments, this application is considered acceptable.

Receipt of Public Comments

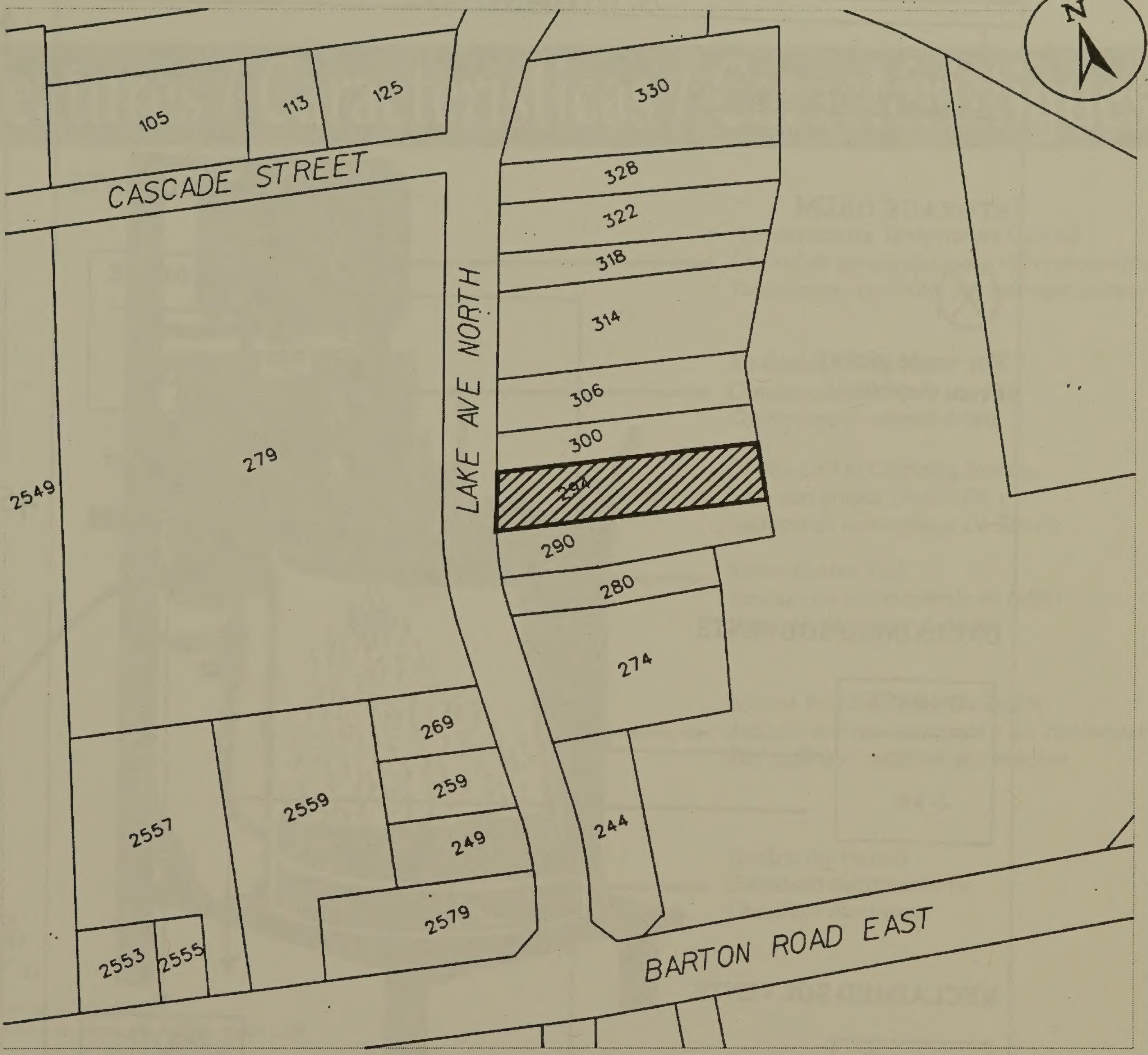
Public notification/consultation requirements for Certificate of Approval applications are regulated by the Environmental Protection Act and administered by the MOE. Upon receipt of the application, the MOE required the applicant to circulate an information Notice to abutting property owners. The Notice provides a description of the proposed operation and the MOE requires a Notice of the proposal to be posted on the Environmental Registry (website). As of October 10, 2002, MOEE had not received any public response to this Certificate of Approval application.

CONCLUSION:

Based on the above comments received from the circulated departments and the analysis undertaken, should the MOE approve the Certificate of Approval for 1370614 Ontario Inc., operating as M & B Enterprises at 294 Lake Avenue North, the City of Hamilton requests a number matters to be undertaken as outlined in the recommendations section of this report.

:SH
Attachs. (3)

Appendix "A" to Report PD02217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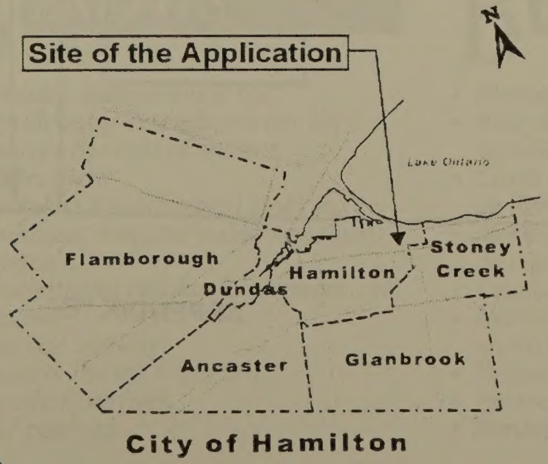
2579
2553
2555
BARTON ROAD EAST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Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
294 Lake Avenue North
Ministry of the Environment
Certificate of Approval Application

Filename/number
CA-02-03

Date
September 5, 2002

Technician:
LM

Map Not to Scale

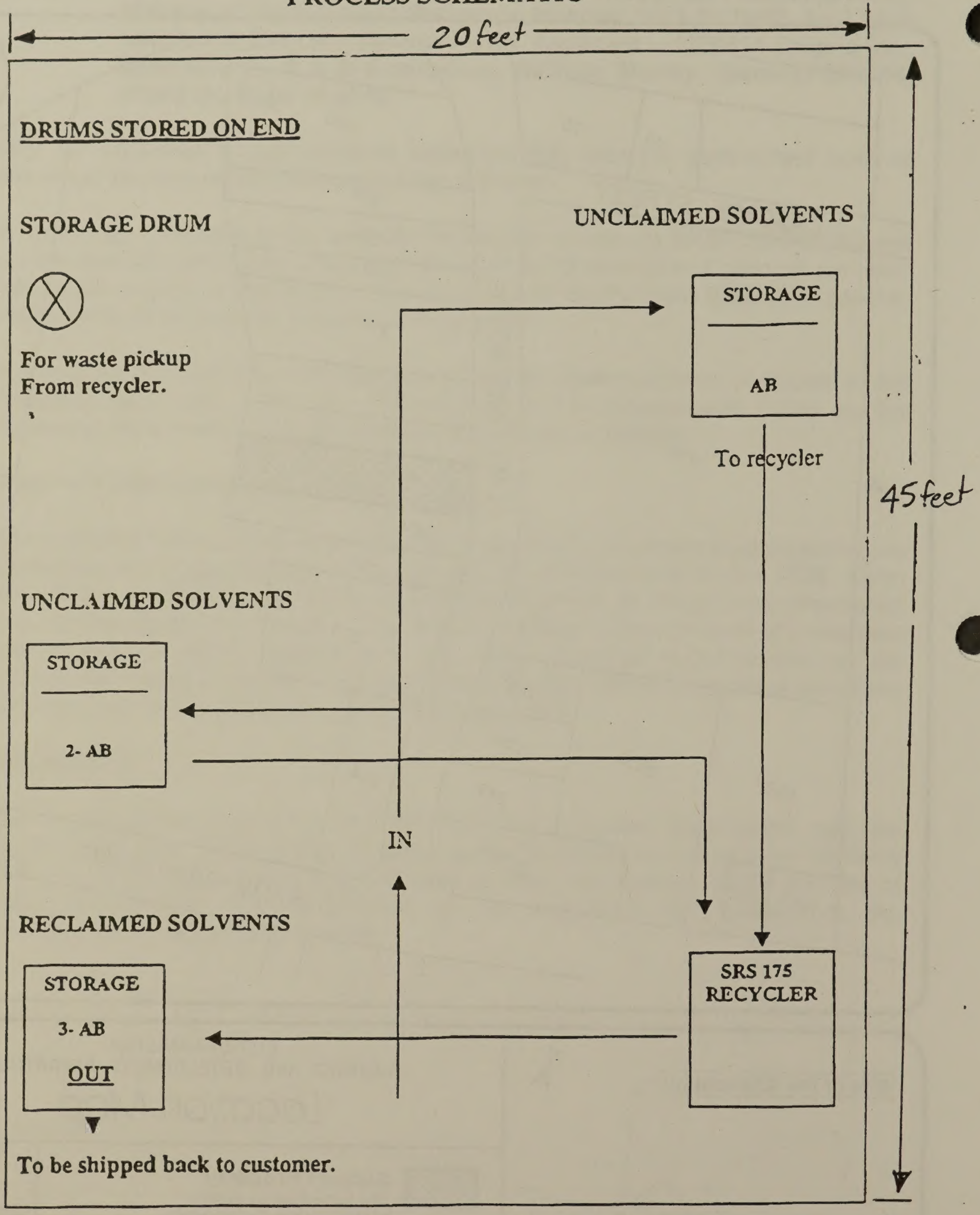
Appendix "A"

Appendix "B" to
Report PD02217

M&B ENTERPRISES

June 10/02

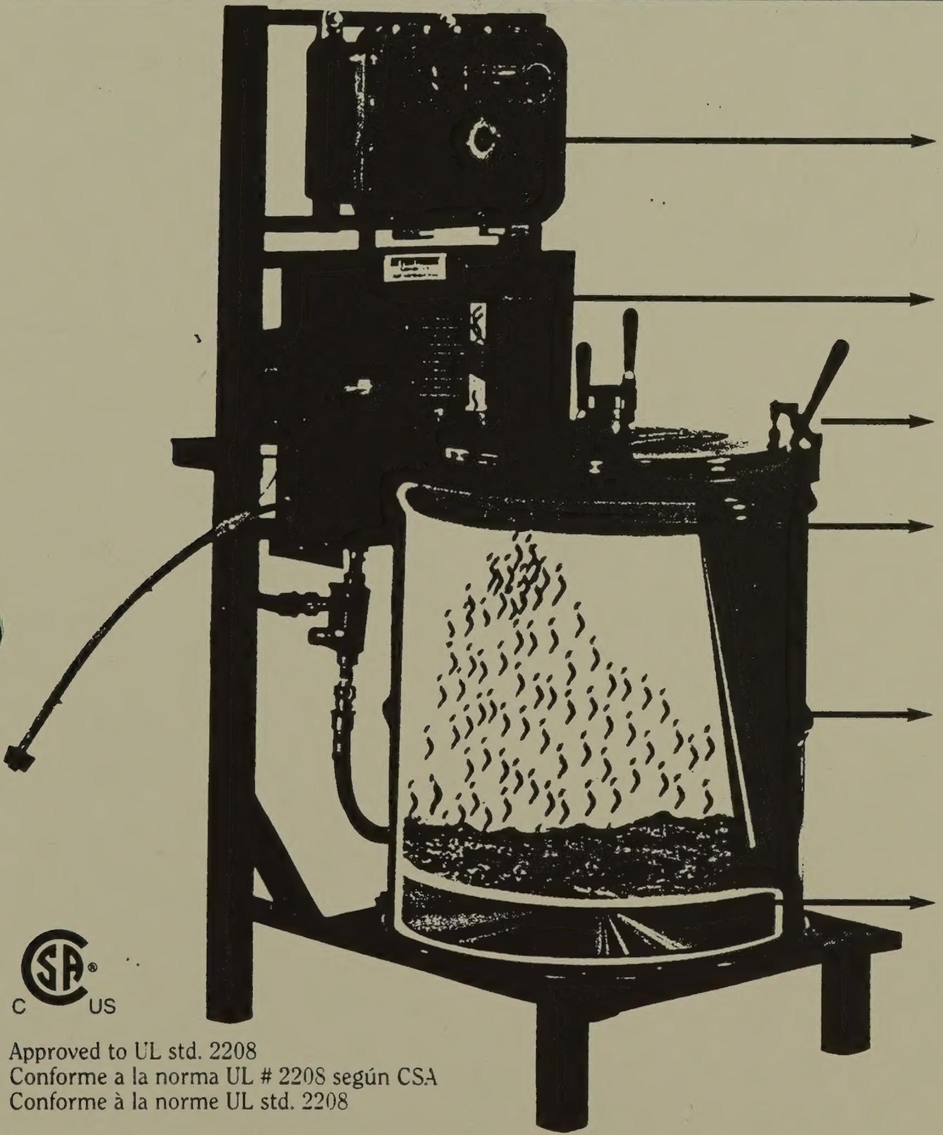
PROCESS SCHEMATIC


20 feet
45 feet
DRUMS STORED ON END
STORAGE DRUM
For waste pickup
From recycler.
UNCLAIMED SOLVENTS
STORAGE
AB
To recycler
UNCLAIMED SOLVENTS
STORAGE
2- AB
IN
RECLAIMED SOLVENTS
STORAGE
3- AB
OUT
SRS 175
RECYCLER
To be shipped back to customer.

APPENDIX "B"

S.R.S. ENVIRONMENT INC.

Features / Características / Caractéristiques



Microprocessor Temperature Control
Control de temperatura por microprocesador
Température contrôlée par microprocesseur

Air-Cooled Condenser
Condensador enfriado por aire
Condensateur refroidi à l'air

De-Sta-Co Lid Clamping System
Tapa con grapas De-Sta-Co
Système de verrouillage De-Sta-Co

Teflon-Coated Tank
Tanque con revestimiento de teflón
Réservoir recouvert de téflon

Solvent Resistant External Finish
Acabado exterior resistente a los disolventes
Fini extérieur résistant aux solvants

Electrically Heated
Calentado eléctricamante
Chauffage électrique

C US

Approved to UL std. 2208
Conforme a la norma UL # 2208 según CSA
Conforme à la norme UL std. 2208

BENEFITS

- *Virtually maintenance free*
- *Significantly extends solvent life*
- *Reduces the cost of solvent replacement*
- *Much less waste solvent stocking*
- *Minimizes frequent valuable solvent disposal*
- *Concentrates residue for economical disposal*
- *Reduced liability*
- *Protects the environment*
- *Excellent savings*
- *Fast payback*

BENEFICIOS

- *Mantenimiento mínimo*
- *Vida de los disolventes significativamente extendida*
- *Costo reducido de reemplazo de disolventes*
- *Almacenamiento muy reducido de disolventes usados*
- *Disolventes raramente botados*
- *Residuos concentrados para eliminación económica*
- *Responsabilidad reducida*
- *Protección del medio ambiente*
- *Rentabilidad económica rápida*

AVANTAGES

- *Entretien minime*
- *Prolonge la vie des solvants de façon significative*
- *Diminue le coût de remplacement des solvants*
- *Réduction significative d'entreposage de solvants usés*
- *Minimise l'élimination fréquente de solvants coûteux*
- *Concentre les résidus pour élimination économique*
- *Réduit la responsabilité*
- *Protège l'environnement*
- *Procure d'excellentes économies*
- *Retour rapide de l'investissement*

SECTION 13

CITY WIDE IMPLICATIONS

13.1

CITY OF HAMILTON

SOCIAL AND PUBLIC HEALTH SERVICES DEPARTMENT

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joe-Anne Priel, General Manager
Date:	September 30, 2002	**Prepared by:**	Sandra Kelly 546-4868 Rebecca Barrows-Vrankulj 546-4888 Jane Soldera 546-2399 Kate Feightner 546-3538

SUBJECT: Community Care Access Centre Eligibility Criteria Impact on the Homemakers and Nurses Services Program SPH02026 (City Wide)

RECOMMENDATION:

(a) That the Mayor and Members of Council urge the Minister of Health and Long-Term Care to provide sufficient funding to the Hamilton Community Care Access Centre and to encourage the application of more inclusive eligibility criteria to ensure that low-income residents in need have access to required services.

(b) That staff be directed to report back to Committee of the Whole on Homemakers and Nurses Services Program pressures, and any other Social and Public Health Services Department program pressures, that may arise due to the strict enforcement of the homemaking eligibility criteria by the Hamilton Community Care Access Centre.

Joe-Anne Priel, General Manager
Social & Public Health Services

EXECUTIVE SUMMARY:

The City of Hamilton has provided subsidized homemaking services in accordance with the Homemakers and Nurses Services Act for over 25 years. This discretionary program, which is cost shared 80% Provincial 20% Municipal, provides service for eligible clients through Purchase of Service Agreements with six local community agencies.

Community Care Access Centres (CCACs), established across the province by the Ministry of Health and Long-Term Care in the late 1990s, were intended to be community-based points of entry to community health care and support services. These new agencies (funded 100% Provincially) were also given the responsibility to co-ordinate the provision of in-home nursing, homemaking and personal support services. The Hamilton CCAC was established in 1997.

In December of 1999, the Hamilton CCAC began to apply the criteria for admission to its homemaking program in a more flexible manner. As a result, many City of Hamilton Homemakers Services clients became eligible to receive homemaking services via the CCAC. Following discussions with the Province and the Hamilton CCAC, and approval from Council (SOC99082A), staff moved forward with a plan to upload the Homemakers and Nurses Services program to the Province. Subsequent to this decision, the CCAC indicated that it was unable to accommodate the City's request to transfer its existing caseload of clients without an infusion of Provincial funding. It should be noted, however, that intake of new referrals to the City's program dropped dramatically with the implementation of the expanded CCAC criteria. As a result, the City's total caseload was reduced significantly between 2000 and 2001.

In October 2001, the Hamilton CCAC returned to strictly enforcing its original eligibility criteria (Appendix A) for homemaking after the Province required all CCAC's to operate within a balanced budget. This change has had a direct impact on the City's Homemakers Program. New referrals for service have increased exponentially. By 2001 the program had a caseload of 394 clients and intake of new clients had decreased to a total of 14 for the entire year. This year the caseload has grown to 429 with 145 new referrals as of July and 40 referrals currently pending review. While it is anticipated that the program's 2002 budget will support the current caseload, and projected new referrals until year-end, staff will closely monitor utilization in 2003. The current program budget and existing program staff complement may be unable to support all new eligible referrals in 2003. This could result in a growing program waiting list. Council will be advised of the program's caseload activity and administrative capacity during the first quarter of 2003.

While the change to application of its eligibility criteria by the CCAC has directly affected the City of Hamilton's Homemakers and Nurses Services Program, it will also impact other programs and services provided by the City as well as other programs in the community at large. It is anticipated that this change will affect, either directly or indirectly, numerous City of Hamilton program areas including Special Income, Helping Hands, Lodges (Macassa and Wentworth) and Social Housing (see Appendix B). Staff will monitor these program impacts, and any subsequent program pressures will be identified for Committee of the Whole.

BACKGROUND:

Program Description and Need

The City of Hamilton Homemakers and Nurses Services Program enables clients to live independently in the community. In order to be eligible for this City of Hamilton program, the client must be referred by a community professional, be unable to complete the homemaking task, and be financially eligible. Financial eligibility, based on the Homemakers and Nurses Services Act, is determined through the completion of a financial needs test that examines income versus allowable expenses and liquid assets.

The Homemakers program is a long-term program. Termination of service is usually due to death, hospitalization, or relocation to live with extended family or into a long-term care facility. Clients also transfer from time to time to the CCAC program due to deterioration of their health and/or change to the level of support provided by family members. A profile of the current caseload was recently completed in order to ascertain the caseload composition. The profile indicates that clients are primarily older chronically disabled females, with multiple health issues, living alone in rent geared to income accommodation. The average net monthly income of clients is $1,000-$1,200 per month. Provision of this support can contribute to the prevention of premature hospitalization, institutionalization, and homelessness, therefore reducing costs to the community over time.

Demand for subsidized homemaking services is anticipated to grow in Hamilton due to our shifting demographics and high poverty rates. Older adults (ages 65 years and older) represent a growing proportion of the population of Hamilton; from 9% in 1971 to 14% in 1996 to a projected 22% in 2028. According to the 1996 Census, 21% of Hamilton residents aged 65 to 74 years old and 32% of residents aged 75 or older lived below the low income cut off. In Hamilton, females over the age of 75 are more at risk of living in poverty as compared to females of the same age in Ontario and Canada.

Community Care Access Centre Changes

On December 1st 1999, the Hamilton CCAC began to apply the criteria for admission to its homemaking program in a more flexible manner. This resulted in individuals on the City Homemakers Services caseload becoming eligible for homemaking services through the CCAC. After discussions with the Province and the CCAC and upon approval of Council (SOC99082A), staff moved forward with a plan to upload the City Homemakers and Nurses Service Program to the Province. Only those clients who were not eligible for service from CCAC, or required additional top up hours, were to remain on the City's caseload. Subsequent to this decision, the CCAC indicated that it was unable to accommodate the City's request to transfer its existing caseload of clients without an infusion of Provincial funding. It should be noted, however, that intake of new referrals to the City's program dropped dramatically with the implementation of the expanded CCAC criteria.

In October 2001, in response to the Province requiring all CCAC's to operate within a balanced budget, the Hamilton CCAC returned to strictly enforcing its original eligibility criteria for homemaking. As a result, CCAC homemaking services are now available only to those who meet all six eligibility criteria (Appendix A). For example, clients who either manage their own personal care or have assistance from family members but require homemaking services, are no longer eligible for service through the CCAC.

CCAC Case Managers reviewed all their client cases against these criteria and provided a phased-in plan for the removal of current services for each affected client.

Impact on City's Homemakers Service Program

In 2001, the City's Homemakers Services Program maintained a client caseload of 394, with an average of 2 to 3 hours of purchased service per week per client. There were a total of 14 new referrals received for the entire year. For 2002, the referrals have increased exponentially to reach 145 as of July. The current caseload is now at 429 clients with 40 referrals pending review and financial assessment.

The Purchase of Service Budget will support approximately 84,000 hours of care (or approximately 480 clients). As of August 2002, approximately 39,000 hours of care had been purchased. It is anticipated the remaining hours for 2002 will be sufficient to support the current caseload, and new clients up to the end of the calendar year. Staff will closely monitor utilization in 2003 to identify the impact of the increasing rate of referrals from the CCAC. The current program budget and existing program staff complement may be unable to support all new eligible referrals in 2003. This could result in a growing waiting list for eligible new referrals.

ANALYSIS OF ALTERNATIVES:

The Homemakers and Nurses Services Program is not a mandated municipal service. If the City of Hamilton does not continue to offer this program, the Ministry of Health and Long-Term Care has specified that they will not take on the responsibility. In order for the program to exist the Province requires a municipality to assume cost sharing responsibility.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial

The current budget for the homemaking portion of the Homemakers and Nurses Services Program is $1,645,000. Of this budget, $1.6 million is allocated for direct Purchase of Service Contracts with agencies, and $45,000 is allocated for program administration. The budget is cost shared with the Ministry of Health and Long-Term Care on an 80/20 basis ($1,316,000 provincial and $329,000 municipal).

The Province has indicated that the Homemakers budget is provincially capped. If the program is over budget for 2002, or if there is any increases to the budget for 2003 beyond this amount, it will not be cost shared, and therefore will have a 100% net levy impact.

Staffing

The 2002 homemaking services portion of the Homemakers and Nurses Services Program budget was developed based on 2001 actuals. As a result, the current 1.0 FTE staff complement has not been able to keep up with this year's increased intake demand. Interim solutions have been implemented to address the current situation. They include the re-assignment of staff from other areas to help with the increased number of referrals as well as pre-screening applicants for liquid assets and income before a full financial needs test is completed. A more permanent solution will be required in the future in order to process and maintain the increasing caseload.

POLICIES AFFECTING PROPOSAL:

The City of Hamilton's Homemakers and Nurses Services Program, legislated under the Homemakers and Nurses Services Act, is a discretionary program targeted to financially eligible residents in need of basic homemaking services.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

In creation of this report, the following divisions and programs within Social and Public Health Services Department were consulted: Parent and Child, Helping Hands, Special Income, Healthy Lifestyles and Youth, and Finance and Administration. The Housing Division in the Planning & Development Department was also consulted.

Staff have been, and will continue to keep, in close contact with the Ministry of Health and Long-Term Care and the Hamilton CCAC to keep them apprised of this situation.

CITY STRATEGIC COMMITMENT:

The Homemakers and Nurses Services Program supports the Mission, Vision, Values and Goals of the City of Hamilton. Specifically a) the Value of Compassion in that Council is "sensitive to meet the requirements of all residents with special needs and interests, and those less fortunate", b) the goal of being a great city in which to live and, c) the goal of seeking to work with other levels of government and the community to ensure that people in need are supported and cared for.

Appendix A
Community Care Access Centre Eligibility Criteria for Homemaking Services

In order to be eligible for CCAC homemaking services an applicant must meet all of the following criteria.

- Require personal support to maintain their health or to facilitate treatment of their injury;
- Have physical and/or mental limitations that make service provision a medical necessity;
- Have no support – from family or caregiver;
- Be unable to access an affordable alternative;
- Be housebound; and
- Be capable - have cognitive ability to choose.

Appendix B
CCAC Eligibility Criteria - Impact Across Social and Public Health Services Programs and Beyond

While the change in application of eligibility criteria by the CCAC has directly impacted the Homemakers and Nurses Services Program, staff anticipate that it will also impact on other City of Hamilton programs and services and the community at large. While this impact has not yet been quantified in all program areas it is anticipated that this change will affect, either directly or indirectly, numerous program areas including: Special Income, Helping Hands, Lodges (Macassa and Wentworth) and Social Housing. Specifically, it is anticipated that disabled seniors who were previously eligible for medical equipment and/or surgical supplies through CCAC will now need financial assistance from Special Income. As most of the clients receiving homemaking services from the City are living in rent geared to income housing, the inability to maintain a safe physical environment may jeopardize their housing status. This could lead to an increased likelihood of hospitalization, homelessness, or institutionalization. It should be noted that The Helping Hands program has received an inordinate influx of requests for service in the past year. Applications to this program have increased 100% since 2001. At present there are 15 applicants on a waiting list for basic cleaning services. These program impacts will be monitored by staff, and any subsequent program pressures will be identified for Committee of the Whole.

Other municipalities in Ontario are also experiencing a similar crisis in their communities (for example, Waterloo, London and Toronto). The City of Ottawa for example, has corresponded with the Ministry of Health and Long-Term Care requesting the Ministry provide adequate funding to the Ottawa CCAC. City of Ottawa Council is also considering a staff recommendation to expand the municipal program and staff complement to meet program demand. This recommendation would, result in creating budget pressures for the City in 2003.

It should be noted that not all municipalities provide a subsidized homemaker service program. Brantford, Renfrew, Niagara, and Oxford do not provide this service.

SECTION 14

CITY WIDE IMPLICATIONS

14.1

CITY OF HAMILTON

TRANSPORTATION, OPERATIONS & ENVIRONMENT

Transit Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng., General Manager
Date:	October 18, 2002	**Prepared by:**	Don Hull 905-679-7301

SUBJECT: **Columbia International College - Transportation Program (City Wide) (TOE02192)**

RECOMMENDATION:

That the General Manager, Transportation, Operations & Environment be authorized and directed to enter into a Transportation Program agreement with Columbia International College for a period of three years, such agreement to include provision of an HSR bus pass under an annual fee arrangement and a dedicated school transportation component.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

In approving report TOE01192, Council authorized staff to enter into a transportation program with Columbia International College (CIC), which was to include a dedicated school transportation component and provision of an HSR bus pass, for a period of 5 months, and to further explore a long term agreement with CIC.

CIC and HSR staff have reached an agreement which meets the needs of the students at CIC through a mandatory annual transportation fee program for all students living in residence, coupled with the existing dedicated school transportation which CIC provides through fixed cost subsidy from the bus pass program. The program provides for recognition of the CIC academic year schedule and the similarity with the existing HSR programs involving institutions such as the Hamilton-Wentworth District School Board, to offer an attractive price to the students which is based on the Elementary/Secondary Monthly Bus Pass price. The fee program will be put into place for January 1, 2003.

The annual transportation fee charged to students will be:

- $435 for all residence students (other than those at CIC Main West), whose use is primarily school purpose in nature; and
- $160 for those resident on Main Street West at the campus, recognizing that their use will primarily be outside of school hours.

These fees are mandatory, and involve about 900 –1,100 students. Additionally, for those Columbia International College (CIC) students living outside of residence, an annual price of $485 has been set, but their participation will be optional, as many have private transportation arrangements and do not use HSR.

The structure of the agreement will be such that pricing of the fee may be adjusted, upon defined notice, should Council direct a change in price of the Elementary/Secondary Monthly Bus Pass price. The agreement will be for a three year period. A fixed cost for the dedicated school transportation component in each of the three years will be identified within the agreement.

BACKGROUND:

Council had previously authorized staff to enter into a transportation program with CIC, which was to include a dedicated school transportation component and provision of an HSR bus pass, for a period of 5 months, and to further explore a long term agreement with CIC.

ANALYSIS OF ALTERNATIVES:

Council may choose to not accept this recommendation, in which case the current agreement with CIC might be continued (CIC students purchase regular monthly bus passes, at their discretion). This arrangement is one that does not adequately address the needs of CIC, and does pose significant operational problems for the HSR.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

This agreement will generate a net annual revenue for the City in the range of $125K – 225K, dependent on the actual number of registrants at CIC in any given year. This range of revenue is consistent with the previously reported net revenue projection of $77K for the January to May academic term under which the original agreement with CIC, approved by Council, was struck. This revenue will continue to support the use of school purpose extra bus service employed by HSR in the west end corridor to deal with loads generated by McMaster University, CIC and various elementary/secondary schools.

There are no further legal or staffing impacts associated with this agreement, and the necessary amendments to the existing contract will be fully reviewed by the Legal Services division of the City prior to the agreement being concluded.

POLICIES AFFECTING PROPOSAL:

Council has previously approved fare rates for elementary/secondary students, under various programs which include single ride ticket fares, monthly passes, School Hour Only Passes, and School "Plus" Passes. This recommendation establishes an annual fee rate for Columbia International College (CIC) which is consistent with other fares for students.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Consultation was undertaken with CIC and with the Legal Services division of the City.

CITY STRATEGIC COMMITMENT:

This recommendation supports City values of fiscal responsibility and teamwork, as well as goals of retaining business and maintaining service levels; all these being accomplished through an innovative partnership with CIC.

AFFECTS
WARD 5

CITY OF HAMILTON

14.2

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Red Hill Valley Project

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	October 11, 2002	**Prepared by:**	Gary Moore Extension 2382

SUBJECT: **Approval to Expropriate for the New Nash-Brampton Connection Road and the Red Hill Creek Expressway (TOE02190) - (Ward 5)**

RECOMMENDATION:

(a) That the City Solicitor be authorized and directed to proceed with the necessary steps to expropriate the following lands:

Municipal Address	Owner	Description
2380 Brampton St.	Thermo Tech Waste Systems Inc.	Parts 2 & 3 on Plan 62R-15125

(b) That the City Solicitor or his agent prepare, and the City Clerk sign, an Application for Approval to Expropriate by the City of Hamilton, to Council, for the lands shown as Parts 2 and 3 on Plan 62R-15125, for the purposes of the Red Hill Creek Expressway;

(c) That the Application of the City of Hamilton, signed by the City Clerk, to expropriate the lands known as Parts 2 & 3 on Plan 62R-15125, be authorized and that the said Application be hereby received, and that the City Solicitor be authorized and directed to cause the necessary notices in this application to be served on the registered owners of the lands affected and, for advertisement of said Notice of Expropriation to be placed in The Hamilton Spectator, or other local newspaper for three (3) consecutive weeks;

(d) That the City Solicitor be authorized to forward to the Chief Inquiry Officer any Request for Hearings received and to report to Council such information;

(e) That in the event no requests for hearings are received, the General Manager of Transportation, Operations and Environment be authorized to introduce the Expropriation By-Law to City Council;

(f) That the Manager of Real Estate, Corporate Buildings and Real Estate Division, be authorized to obtain external appraisals of the lands if and when necessary; and

(g) That all the costs of the expropriation be charged to the following Red Hill Creek Expressway Land Acquisition Budget item no. 4060087001.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

The Red Hill Creek Expressway will cut across the current intersection of Nash Road and Brampton Street and this property. In order to maintain traffic patterns and access to the predominantly industrial area, a new connection is required, parallel to the south side of the Expressway. The new alignment cuts across the subject lands on Brampton Street. A negotiated deal had been reached with the owners, but to date they have been unwilling to close. Therefore, it is recommended that expropriation proceedings commence.

BACKGROUND:

The interchange location of the Red Hill Creek Expressway with the Queen Elizabeth Way requires the alignment of the Expressway to cut through the current intersection of Nash Road and Brampton Street and the subject property. As a result of the Impact Assessment process and discussions with other internal staff departments it was determined that Nash and Brampton should remain connected for general access and emergency services access to this area.

Two other parcels of property, to facilitate the alignment and connection were acquired by 2001. Negotiation to purchase the necessary land from the owners (Thermotech) began in 1999 and an agreement was reached in 2000. Council approved the purchase agreement at its meeting of April 4, 2000 (TSC Report 04-00 Item 16).

Thermotech requested several extensions to the closing date, citing title problems and change of management. To date, City Legal and Property Department staff have been unsuccessful in getting the owner to close the purchase.

Due to the anticipated start-up of this project in 2003, it is recommended that expropriation be initiated. Legal Services will continue efforts to close the original purchase agreement.

ANALYSIS OF ALTERNATIVES:

The current alignment of the expressway requires the acquisition of this property. The impact of not acquiring this property would result in realignment and redesign in this sections of the Expressway as well as implications to the QEW interchange.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in Red Hill Creek Expressway Budget 4060087001. - Freeway Land Acquisition to make official offers of compensation for the subject property and create and deposit the necessary plans.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The following were consulted in the preparation of the report:

Bill Farkas, Acting Manager, Real Estate & Property Management
Helen Vastis, Corporate Counsel
Linda Mooradian, B.A., Finance & Administration, T.O.E.

CITY STRATEGIC COMMITMENT:

The acquisition of this property and construction of the Nash-Brampton connection supports the goals of maintaining existing service levels while applying Best Practices – Best Value in achieving the consistent and safe access.

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

14.3

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	October 11, 2002	**Prepared by:**	Martin White Extension 4345

SUBJECT: **Alternative Service Delivery Provision for Sign Installation (TOE02191) - (City Wide)**

RECOMMENDATION:

That a 36-month contract be awarded to Roadside Rentals Incorporated for the installation of traffic signs and posts in the years 2002, 2003 and 2004, with a maximum expenditure not to exceed $90,000 in 2002 and $60,000 in 2003 and 2004.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Sign Installation Contract Investigation

Cost

The results of Tender C11-71-02 Traffic Signs and Sign Post Installation have been received and evaluated. Three bidders responded to the tender. The City's 2002 costs for providing the labour, equipment, supervision and inspection components of the tendered works is calculated to be $57,900. The low bidder on the tender has bid $47,000. for the labour and equipment component for first year of the three year tendered works. However, the City must provide a contract administration and quality control inspection component at a first year cost of $10,550. Therefore when comparing the first year cost for City forces to conduct this work ($57,900) and the total cost to conduct this work utilizing a contractor ($57,550) the costs are virtually equal. While the City's 2004 and 2005 labour and fleet costs are not yet known, it is likely that the total cost of hiring the contractor in the second and third year of the contract will continue to be the same or lower than utilizing City forces.

Impacts

The Traffic Operations group has a significant backlog of sign work, with several major projects on the horizon. As well as day-to-day new signing by direction of Council, and emergency and routine maintenance, projects underway or anticipated to be started shortly include:

- ongoing updates to rural regulatory and safety signing
- speed limit signing changes
- City entrance signing
- community signing
- route marker changes
- conversion of school area pentagon signs to the fluorescent strong yellow-green colour

The group needs added support over the next 2-3 years to complete special projects and extra work primarily associated with amalgamation. Once caught up, existing City staff will be able to manage the sign program. An assessment of contracting of sign installation work, as per the City's new ASD considerations, is contained in the Appendix. It is recommended that staff be authorized to award tender C11-71-02 to the lowest acceptable bidder for a portion of the sign installation work.

No staff reductions will occur as a result of any contracted sign installation.

Overall

The award of this three year contract will enable the City to continue to provide consistent service delivery of day-to-day new signing by direction of Council, and emergency and routine maintenance, while enabling the installation of signs associated with special projects and extra work primarily associated with amalgamation.

BACKGROUND:

The information and recommendations contained within this report have City-wide implications.

Contracting of Traffic Sign Installation – Results of Tendering Process

At the meeting of May 15, 2002, Hamilton City Council approved a resolution authorizing staff to investigate the cost and implications of outsourcing a portion of the City's sign and sign post installation program. Tenders were subsequently issued and three bids were received.

The contract was structured to require the vendor to provide labour and vehicular equipment only. The City's economies of scale on signs, sign parts and posts purchase will result in a lower overall cost if the City supplies the materials. The vendor's bid cost for 2002-2003, based on the estimated quantities to be performed, was approximately $47,000. On top of the City's direct cost for the contract, it is necessary to include a cost for project management and quality control assurance. For the first year of the contract, this is estimated at approximately $10,550. Therefore the total cost of contracting out this work is $57,550 in the first year.

The City's cost for direct equipment and labour plus supervision and inspection for the same activities based on 2002 vehicle and labour rates is $57,900. Projecting this beyond 2003 is not possible since labour rates are an unknown and it is expected that fleet costs will be increased over the next two years. In total, it is expected that the cost of the contract, including project administration, will be the same or lower than the City's cost.

Contracting of Traffic Sign Installation - Impacts

Roadway pavement marking application and roadway sign installations are provided by the same employees from the City's Traffic Operations Centre. The employees switch tasks depending on the time of year and demand for their services. The present staffing level at the city is exactly the same as prior to amalgamation, despite the acquisition of an estimated 30% additional signing and perhaps 15% additional roadway markings. Staffing levels are at about 75% of the level of 5 years ago. Nonetheless, Operations Centre supervisors and management are comfortable that, once the quality of the signing and markings is brought up to standards, they can keep up with on-going maintenance.

The tasks that the City are faced with include a number of special one-time projects which require significant resource allocation over the next two to three years. These include:

- A major upgrade to the quality of regulatory and warning signs in the rural areas of Hamilton. Signs in the rural area were found to be missing, in deteriorated condition, or incorrectly installed in terms of placement. This has been further affected by the release of a new Ontario Traffic Manual section that changes the positioning requirements for roadway warning signs. Consequently, a significant proportion of roadway signing outside the former City of Hamilton requires replacement or refurbishing. While this task is ongoing, it has not been possible to yet complete it in a timely fashion.
- City entrance signing and community signing has not been revised following amalgamation. Recently staff met with members of Council to discuss the proposals for changing these signs and have finalized most of the details. A report on the City entrance signs will be brought to Council in the near future. An inventory of the signing changes to take place has identified approximately 20 major entrances to the City, approximately 90 minor entrances to the City and approximately 190 locations where community signing crossing former municipal boundaries requires changes. This is a significant volume of work and a unique one-time effort must be undertaken.
- A capital budget item has been approved for the replacement of all blue pentagon shaped school area warning signs with fluorescent strong yellow-green signs.
- Council recently approved a speed limit policy for the new City of Hamilton. The City received over 30 outstanding requests for changes to rural speed limit signing. The Hearing Sub-Committee and/or Committee of the Whole and Council have dealt with most of these and the rest with be forthcoming very shortly. This will create a significant amount of extra signing activity.
- Highway route markers and regional road markers were not revised following Provincial downloading, as amalgamation was imminent. These now need to be replaced and revised.

The unique one-time activities are above and beyond the normal workload of maintaining the existing sign infrastructure. It is estimated that including parking, regulatory and warning signs there are approximately 175,000 signs in the new City of Hamilton. The typical sign life is approximately ten years. When routine maintenance, vandalism and damage due to motor vehicle collisions are considered, there is a significant amount of background work without the special project work. There is benefit in contracting out some of the extra work in the short term to ensure these outstanding projects are completed in a timely fashion.

It is recommended that staff be authorized to award tender C11-71-02 to the lowest acceptable bidder for a portion of the sign installation work.

Contracting of Sign Installation – Summary

On an overall basis, there are no increased costs associated with this outsourcing and may be minor savings. The contract will allow the City to catch up on a backlog of sign work. It is therefore recommended that the City proceed with contracting out of traffic sign and post installation as specified in Tender C11-71-02.

ANALYSIS OF ALTERNATIVES:

One alternative might be to add full-time permanent staff instead of contracting out sign installation. However, it is suggested that it is preferable to contract out these works. This is for the following reasons:

- Most of the sign installation work outstanding is in the rural area, and is best done using a truck with a hole-drilling auger. Traffic has only one of these vehicles at present. A contractor would be required to supply a similar vehicle, thereby doubling the rural installation capacity.
- With the use of a contractor, all of the extra work and efforts are being conducted in the spring and summer months when the weather conditions allow for the optimum productivity.
- Staff levels at present are optimal for the winter months, when work demands are lower.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

In 2002, $90,000 is funded in 4030220280 and 4030014013. In 2003 and 2004, monies will be included in the budget process.

No change would occur in the level of full-time or part-time staffing at Traffic Operations as a result of contracting.

POLICIES AFFECTING PROPOSAL:

The City's ASD process has been considered and followed for this initiative.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The City's staff organize sign work to have minimum impact on traffic flow, to maximize safety.

Attached: Appendix

Schedule A - Principles for Alternative Service Delivery

1. ASD initiatives will seek to provide the same or better service at less cost.

- The outstanding backlog of sign installation work will be completed sooner.
- Much of the work to be done is in the rural areas. The City has only one vehicle equipped with an auger for installing wood posts. With the City and a contractor at work, there is twice the capacity for this specialized work available.
- Cost comparisons have been determined through tendering. By the end of the contract, the comparison of costs and performance between the City forces and contractor will be clear. This might lead to a decision on how to deliver the service in the future.

2. Council must always retain accountability for protecting the public interest.

- A report is being presented to Council on the results of the tender process. Council will make the final decision on the ASD application.

3. Council must be assured that the best interests of the community are being considered and that residents' concerns are dealt with.

- As in #2.

4. ASD initiatives must ensure service continuity.

- The existing City staff and equipment complement remains unchanged.

5. ASD initiatives must ensure equity in access to services.

- N/A

6. ASD initiatives must meet all collective bargaining obligations and treat all affected employees in a fair and equitable manner.

- The Union has been notified in accordance with the applicable sections of the Local 5 Collective Bargaining Agreement. Traffic staff will continue to perform the same duties as at present.

7. ASD initiatives must ensure an equitable distribution of risks and revenues with the service provider.

- The service provider will be held to the same quality standards as the City demands now – payment will only occur if the work achieves minimum standard. The tender documents state clearly that any damage to private property will be 100% the responsibility of the contractor and standard liability insurance, indemnifying the City of Hamilton, will be required of the contractor in accordance with current City practices.

8. To protect the best interests of the public, the corporation and employees, clear conflict of interest guidelines relating to ASD must be developed and applied to all ASD proposals.

- Existing conflict of interest policies will be reviewed to ensure adequacy. Any appropriate modifications will be made and this ASD application will comply with same.

9. **The evaluation of proposals will proceed in accordance with a Council approved process that guarantees openness and transparency throughout the process.**
    - As per Schedules B and C of this Appendix.

10. **All ASD initiatives will include clearly enunciated deliverables and reporting processes sufficient for Council to assess the measurement of actual benefits against expected outcomes.**
    - The tender documents set out a "level playing field", whereby the proponent must conform to quality standards, environmental standards and health and safety standards that are the same as the City uses now. The cost comparisons have been done using all applicable direct, avoidable overhead and necessary supervisory costs to provide a true picture of the relative unit costs of each service provider. In addition, sign materials will be supplied by the City and appropriately charged to the contract to ensure fair cost comparisons.

11. **Assets shall remain in control or revert back to the City of Hamilton**
    - No change in the availability of City staff or equipment will occur. All contract work will be in addition to normal sign maintenance and installation efforts.

Schedule B - Process for Alternative Service Delivery Review

1. **Potential services or programs for ASD consideration will be identified by Council or staff, in accordance with the principles set out in Schedule A.**
   - As noted.
2. **A high level screening process, consistent with Council's approved ASD Principles and Screening Criteria, is undertaken by staff to determine whether a service or program should undergo an ASD review.**
   - Additional equipment, valued at over $100,000 per specialized truck and auger unit, would be required to improve the timeframe for the delivery of the outstanding sign installation programs.
   - We had no benchmarks to determine if our in-house operations are cost competitive. This program has provided some baseline information for future reference.
   - The key potential benefit to the use of contracted services is the potential to free up staff for other sign installation activities.
   - No staff reductions will result. This program is intended primarily as a short-term measure to handle a temporary increase in work, associated with amalgamation.
   - Conclusion of ASD Screening: Preliminary screening for this alternative service delivery option suggests that both financial and service standard enhancements to sign installation are achievable through the use of contracted services. Therefore, sufficient rationale exists to explore the private sector option.
3. **Council approval/direction is sought for further consideration and analysis of the potential ASD.**
   - This report asks Council permission to proceed to award the tender.
4. **If Council does not authorize an ASD review, no further action is taken.**
   - No further action will be taken in regard to this ASD should Council so direct.
5. **If Council authorizes an ASD review, the program or service is assessed against selected criteria for chosen ASD methods/options.**
   - If appropriate and Council approved, this ASD will be subject to ongoing monitoring and performance review. A final assessment of the ASD success will be undertaken and reported to Council prior to any contract assignment beyond the life of this contract.
6. **Staff communicates with bargaining units and employees wherever there are staffing implications.**
   - Notification has been undertaken in accordance with CUPE Local 5 Collective Agreement, which details a process.

7. Staff prepare a business case for the program or service under consideration.

- The completion of a full business plan requires the collection of tendered prices for assessment purposes. This cost analysis and business case is provided in this report.

8. Staff develop and prepare a Request for Proposals and/or other tender documents.

- With Committee/Council approval, the tender has been prepared and released and bids received and evaluated.

9. Staff recommend a delivery option for Council's consideration.

- Contained in this report.

10. If Council approves an ASD method, staff prepare an implementation plan.

- Contained in this report.

11. Staff develop and implement a plan for post-implementation evaluation and monitoring which includes feedback from community and stakeholders.

- Staff will report after the first complete year of the recommended ASD delivery.

Schedule C – Criteria to consider for ASD Review

The following, non exhaustive, selection criteria should be considered when programs and services are screened for ASD review:

1. **Protection of the public interest**
   - This can accomplished through appropriate contract and in-house staff supervision.
2. **Existence of ASD options**
   - Other municipalities have outsourced sign installation for many years, so the private sector appears to be a legitimate alternative.
3. **Concern over the cost or ability to deliver an adequate level of service**
   - The prime reason for this initiative is to complete time-critical, outstanding work as soon as possible.
   - The longer-term advantage will be to determine the cost competitiveness of our own force, and therefore, the best value service delivery method for sign installation.
4. **Volume or demand does not permit economies of scale**
   - N/A
5. **Service area lacks flexibility required by customers**
   - As noted in #3, there is outstanding work which will not be completed on schedule with the existing staff complement.
6. **Potential for revenue generation**
   - N/A
7. **Opportunity to encourage and strengthen community partnerships**
   - N/A
8. **Ability to stimulate economic development opportunities**
   - N/A
9. **Access new sources of capital**
   - N/A
10. **Ability to share risk (i.e. capital, operating and financial)**
    - Any contractor hired would have to take responsibility for claims on his work. This would reduce the City's claims exposure. The contractor will be required to provide liability insurance indemnifying the City in accordance with current City of Hamilton practices.
11. **Ability to more efficiently utilize existing technology and infrastructure**
    - As noted in #3, added sign installation capacity will allow for the installation of special project work in a more timely fashion.

AFFECTS
WARD 4

CITY OF HAMILTON

14.4

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng., General Manager
Date:	October 8, 2002	**Prepared by:**	Rodney Aitchison Extension 2067

SUBJECT: Central Avenue and Parkdale Avenue - Request to Convert Intersection Pedestrian Signal to a Full Traffic Signal (TOE02195) - (Ward 4)

RECOMMENDATION:

That the current Intersection Pedestrian Signal at Central Avenue and Parkdale Avenue be retained.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Staff have received a request from Councillor Merulla, on behalf of local residents, to convert the existing Intersection Pedestrian Signal (IPS) at Central Avenue and Parkdale Avenue to a full traffic signal.

The subject IPS assists pedestrians crossing Parkdale Avenue with traffic signals controlling vehicular traffic on Parkdale Avenue. Central Avenue is controlled by stop signs. Drivers on Central Avenue have the same obligation to yield the right of way to pedestrians and vehicles legally within the intersection as they did prior to the installation of the IPS.

An IPS is the appropriate form of traffic control when pedestrian volumes are high but side street volume and delay do not warrant a full traffic signal. The traffic volume and level of delay on Central Avenue has not changed significantly over the past several years and does not meet the Council-approved policy for installing traffic signals. The result of converting this IPS to a full traffic signal will be increased fuel consumption and airborne pollutants caused by increases in vehicle delay.

This IPS was installed in August 2001. The capital cost to make the conversion is approximately an additional $50,000. The current IPS meets its intended purpose of providing a protected pedestrian crossing on Parkdale Avenue without causing undue delay to drivers.

Staff recommend that no changes in traffic control be made at Central Avenue and Parkdale Avenue.

BACKGROUND:

The information/recommendations contained within this report primarily affect Ward 4.

Staff have received a request from Councillor Merulla, on behalf of local residents, to convert the existing Intersection Pedestrian Signal (IPS) at Central Avenue and Parkdale Avenue to a full traffic signal. Residents maintain that drivers on Central Avenue are unsure when to proceed since the intersection is controlled by an IPS.

The subject IPS assists pedestrians crossing Parkdale Avenue with the traffic signal controlling vehicular traffic on Parkdale Avenue. Central Avenue is controlled by stop signs. Drivers on Central Avenue face a stop sign while those on Parkdale are governed by standard red, amber and green signals. The residents feel that a full traffic signal will eliminate the confusion.

An IPS signal consists of red, amber and green signals for vehicular traffic on the main street, pedestrian signals for persons crossing the main street and stop signs for vehicular side street traffic. Drivers on Central Avenue have the same obligation to yield the right of way to pedestrians and vehicles legally within the intersection as they did prior to the installation of the IPS. An IPS is the appropriate form of traffic control when pedestrian volumes are high but side street volume and delay do not warrant a full traffic signal. At this time, there are 33 IPS's, including this intersection, in Hamilton. Three additional IPS's will be installed by the end of 2002. IPS's have been proven effective in assisting pedestrians at justified intersections.

Staff have an information brochure available that is designed to help the public understand how an IPS operates. Individual drivers who are unsure about their obligations at an IPS can contact the Traffic Engineering office to receive the information. We also make the brochure available in public areas when requested.

In 1994 this intersection met only 46% of the traffic volume warrant and 74% of the delay warrant required for a full traffic signal. By contrast it met over 100% of the warrant for an IPS. A recent traffic count at the intersection showed that the traffic volume on Central Avenue has not changed significantly in the eight years since 1994. The results of the full signal warrant are similar when national standards are applied to the same intersection. Under the new Canadian Warrant this intersection meets only 65% of the required results for a full traffic signal.

Computer modelling of the intersection with a full traffic signal shows that annual fuel consumption will increase by 7,500 litres and annual delay will increase by 11,385 vehicles hours. This will increase airborne pollutants by 400 kilograms. In addition, ongoing electricity consumption will increase by nearly 115% due to the extra signal displays required.

In addition to the projected environmental impacts, an unjustified signal will definitely increase rear end collisions at the intersection. Furthermore, because the main purpose of a full signal is to allocate right of way control for vehicles, pedestrians will not see the prompt response to pushbutton activation that the IPS provides now.

This year, new signal construction includes two full and six intersection pedestrian signals. All these met signal warrants approved by Council:

1. Mud Street at First Road East - full signal under construction
2. Rymal Road at Upper Sherman Avenue - full signal under construction
3. Grays Road at Collegiate Avenue - IPS completed
4. King Street at Edgemont Street - IPS completed
5. Locke Street at Tucket Street - IPS under construction
6. King Street at Rodgers Street - IPS under construction
7. Gage Avenue at Maplewood Avenue - IPS Completed
8. Barton Street at LeinsterAvenue/Chapple Street - IPS under construction

There are insufficient funds in 2002 capital budget to accommodate any additional signal works.

Currently in the City, there are 20 other intersections which do not meet the full traffic signal warrants; however, have higher warrant points than this intersection. The priority to install full signal at Central Avenue and Parkdale Avenue is relatively low in the list.

Since the current IPS is the appropriate form of traffic control to service the volume of pedestrians and vehicles, staff recommends that no changes should be made.

ANALYSIS OF ALTERNATIVES:

The alternative to converting the IPS to a full traffic signal is to make no changes. This IPS works well in fulfilling its intended purpose. It serves the needs of pedestrians wishing to cross Parkdale Avenue without causing undue delay to traffic. Traffic on Central Avenue is relatively low and can access Parkdale Avenue in gaps in the traffic.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

This IPS was installed in August 2001. The estimated capital cost to convert from an IPS to a full signal is an additional $50,000. There are insufficient funds in the Capital budget to make the conversion in 2002. Ongoing electricity costs will increase by nearly 115% due to the extra signal displays required.

POLICIES AFFECTING PROPOSAL:

A recommendation to convert the existing IPS to a full traffic signal contradicts the Council-approved policy for installing traffic signals due to insufficient delay, traffic volume and close proximity to the next traffic signal at Parkdale Avenue and Queenston Road.

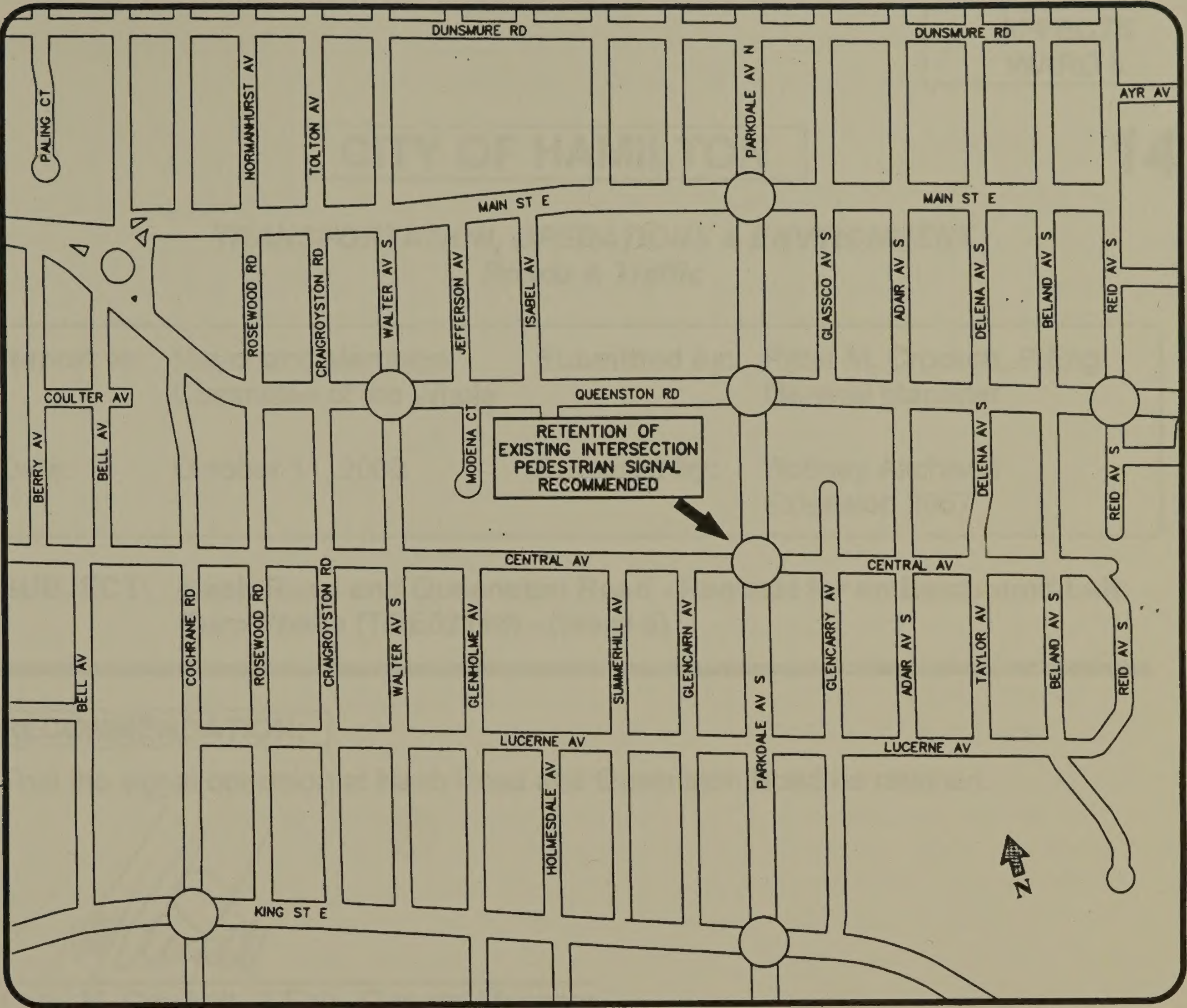
CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

None was required.

CITY STRATEGIC COMMITMENT:

A recommendation to convert the existing IPS to a full traffic will increase fuel consumption, electricity consumption and airborne pollutants. These outcomes are contrary to two of the goals of Vision 2020: consuming less energy and improving air quality.

Attached: Key Map


DUNSMURE RD
DUNSMURE RD
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PALING CT
NORMANHURST AV
TOLTON AV
PARKDALE AV N
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ROSEWOOD RD
CRAIGROYSTON RD
WALTER AV S
JEFFERSON AV
ISABEL AV
GLASSCO AV S
ADAIR AV S
DELENA AV S
BELAND AV S
REID AV S
COULTER AV
QUEENSTON RD
BERRY AV
BELL AV
MODENA CT
DELENA AV S
REID AV S
CENTRAL AV
CENTRAL AV
BELL AV
COCHRANE RD
ROSEWOOD RD
CRAIGROYSTON RD
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TAYLOR AV
BELAND AV S
REID AV S
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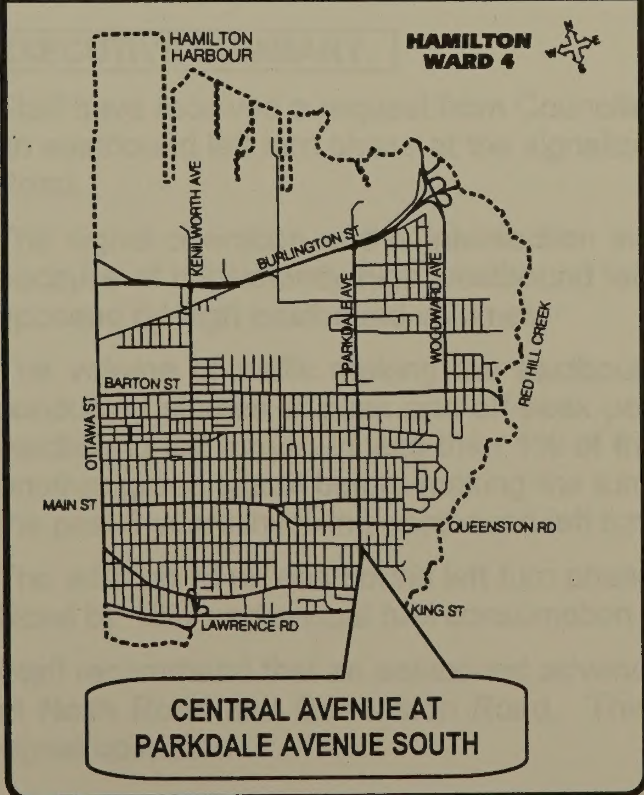
HOLMESDALE AV
KING ST E
N

RETENTION OF EXISTING INTERSECTION PEDESTRIAN SIGNAL RECOMMENDED

KEY MAP


HAMILTON HARBOUR
HAMILTON WARD 4
N
KENILWORTH AVE
BURLINGTON ST
PARKDALE AVE
WOODWARD AVE
RED HILL CREEK
BARTON ST
OTTAWA ST
MAIN ST
QUEENSTON RD
KING ST
LAWRENCE RD

CENTRAL AVENUE AT
PARKDALE AVENUE SOUTH

LOCATION PLAN

REQUEST TO CONVERT
CENTRAL AVENUE AT
PARKDALE AVENUE SOUTH
FROM INTERSECTION PEDESTRIAN
TO FULL TRAFFIC SIGNAL
CITY OF HAMILTON
TRANSPORTATION , OPERATIONS & ENVIRONMENT

LEGEND

➡ SUBJECT INTERSECTION

RECOMMENDED	EXISTING
● TRAFFIC SIGNAL	○ TRAFFIC SIGNAL

SCALE	DATE
NOT TO SCALE	**2002-10-11**

REFERENCE FILE NO: **TOE02195**

AFFECTS WARD 5

CITY OF HAMILTON

14.5

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	October 11, 2002	**Prepared by:**	Rodney Aitchison Extension 2067

SUBJECT: Nash Road and Queenston Road - Request for an Eastbound Left Turn Phase (TOE02196) - (Ward 5)

RECOMMENDATION:

That the signal operation at Nash Road and Queenston Road be retained.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Staff have received a request from Councillor Collins, on behalf of local residents, to add an eastbound left turn phase at the signalized intersection of Nash Road and Queenston Road.

The signal operation at this intersection includes a full-time westbound left turn phase because of consistently high westbound left turn volumes throughout the day which are opposed by high eastbound volumes.

The volume of traffic making the eastbound left turn movement is low all day. Staff conducted studies at peak and off-peak periods to assess the difficulty experienced by eastbound left turns. In less than 1% of the time studied did a vehicle have to wait for another green signal before making the turn. There have been no reported collisions in the past 3 years involving eastbound left turning vehicles.

The addition of an eastbound left turn phase will increase delay for traffic on Queenston Road by 10% and annual fuel consumption by over 20,000 litres.

Staff recommend that an eastbound advance left turn phase should not be implemented at Nash Road and Queenston Road. This movement is well served with the existing signal operation.

BACKGROUND:

The information/recommendations contained within this report primarily affect Ward 5.

Staff have received a request from Councillor Collins, on behalf of local residents, to add an eastbound left turn phase at the signalized intersection of Nash Road and Queenston Road. Staff has reviewed this request and report the following.

The signal operation at this intersection includes a full-time westbound left turn phase. This turning phase is required because of consistently high westbound left turn volumes throughout the day which are opposed by high eastbound volumes.

The volume of traffic making the eastbound left turn movement is low all day. There is an average of less than 2 left turning vehicles per green signal. This volume of traffic can typically turn left within gaps in the opposing traffic. To verify this, staff conducted studies at peak and off-peak periods to assess the difficulty experienced by eastbound left turns. Only 2 occasions were observed when a vehicle had to wait for another green signal before making the turn. This represented less than 1% of the time studied and is an excellent level of service. Furthermore, there have been no reported collisions in the past 3 years involving eastbound left turning vehicles.

The addition of an eastbound left turn phase will reduce the duration of the westbound green signal, resulting in a 10% increase in delay for traffic on Queenston Road. The increase in delay results in an estimated increase in annual fuel consumption of over 20,000 litres. Westbound queue lengths will increase by 20%, or approximately 2 vehicles in each lane. The average queue length in the eastbound left turn lane will not be reduced since half the left turn vehicles arrive after the signal turns green. Therefore, an eastbound left turn phase will not significantly improve the level of service to eastbound left turns while deteriorating westbound level of service.

Staff recommend that an eastbound advance left turn phase should not be implemented at Nash Road and Queenston Road. This movement is well served with the existing signal operation.

ANALYSIS OF ALTERNATIVES:

Leaving the signal operation as it is maintains the excellent level of service to eastbound left turns without increasing delay and fuel consumption for other traffic on Queenston Road. Adding an eastbound left turn phase increases the delay to traffic on Queenston Road by 10%.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The addition of an eastbound advanced left turn phase would cost $4,200.

POLICIES AFFECTING PROPOSAL:

None.

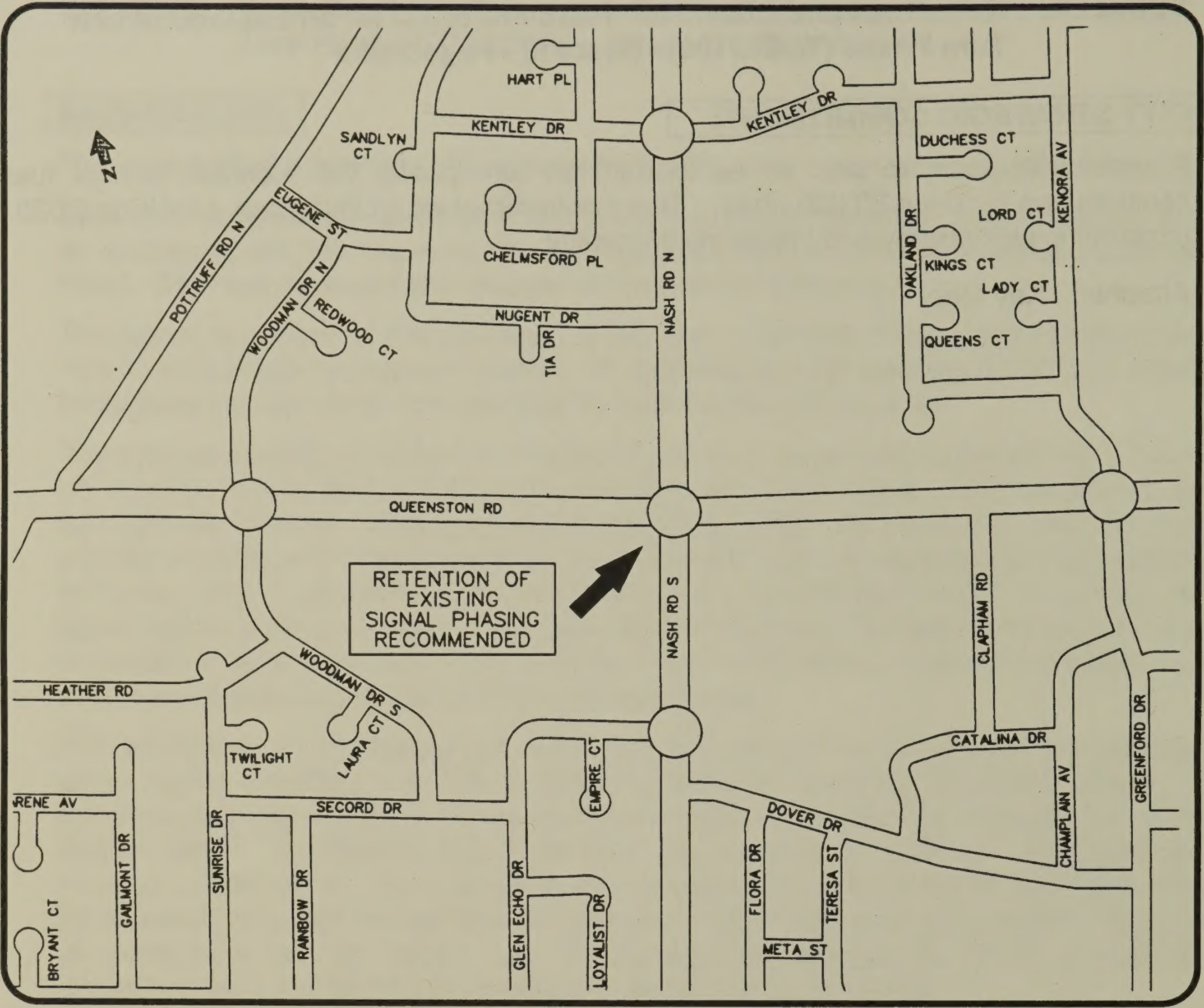
CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

None was required.

CITY STRATEGIC COMMITMENT:

A recommendation to add an eastbound left turn phase will increase annual fuel consumption by over 20,000 litres. This contradicts two of the goals of Vision 2020: consuming less energy and improving air quality.

Attached: Key Map


N
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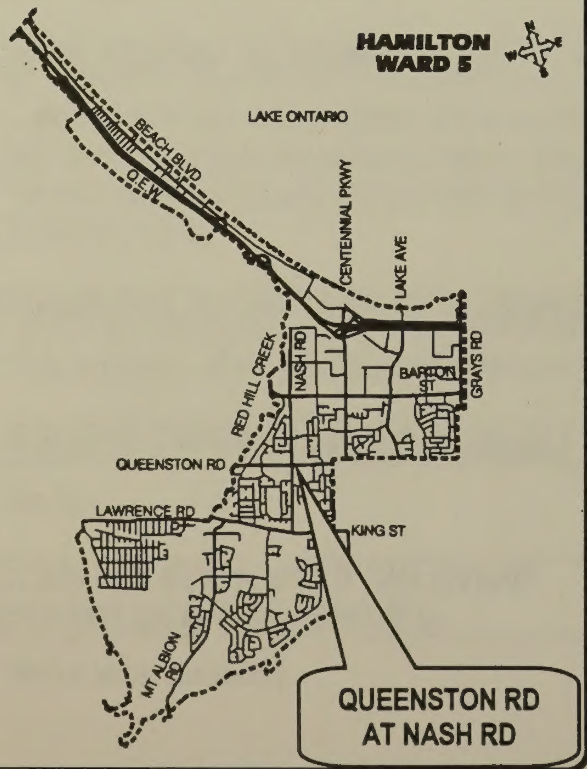
KENTLEY DR
SANDLYN CT
KENTLEY DR
DUCHESS CT
KENORA AV
EUGENE ST
LORD CT
OAKLAND DR
KINGS CT
LADY CT
CHELMSFORD PL
POTTRUFF RD N
WOODMAN DR N
NASH RD N
REDWOOD CT
NUGENT DR
TIA DR
QUEENS CT
QUEENSTON RD
RETENTION OF EXISTING SIGNAL PHASING RECOMMENDED
NASH RD S
CLAPHAM RD
HEATHER RD
WOODMAN DR S
LAURA CT
TWILIGHT CT
CATALINA DR
GREENFORD DR
EMPIRE CT
RENE AV
SECORD DR
DOVER DR
CHAMPLAIN AV
GALMONT DR
SUNRISE DR
RAINBOW DR
GLEN ECHO DR
FLORA DR
TERESA ST
BRYANT CT
LOYALIST DR
META ST

KEY MAP


HAMILTON WARD 5
LAKE ONTARIO
BEACH BLVD
Q.E.W.
CENTENNIAL PKWY
LAKE AVE
RED HILL CREEK
NASH RD
BARTON ST
GRAYS RD
QUEENSTON RD
LAWRENCE RD
KING ST
MT ALBION RD
QUEENSTON RD AT NASH RD

LOCATION PLAN

REQUEST FOR EASTBOUND LEFT TURN SIGNAL PHASE:
QUEENSTON ROAD
AT
NASH ROAD
CITY OF HAMILTON
TRANSPORTATION, OPERATIONS & ENVIRONMENT

LEGEND

➡

SUBJECT INTERSECTION

SCALE	DATE
NOT TO SCALE	**2002-10-11**

REFERENCE FILE NO: **TOE02196**

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

15.1

PLANNING AND DEVELOPMENT DEPARTMENT
Building and Licensing Division

and

TRANSPORTATION, OPERATIONS & ENVIRONMENT DEPARTMENT
Roads & Traffic Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager Peter M. Crockett, P. Eng. General Manager
Date:	October 18, 2002	**Prepared by:**	Peter C. Lampman (905) 546-4653

SUBJECT: Consolidated "Rural Municipal Numbering By-law" – Follow Up Report to Outstanding Business Item T - (PD02002(a)/TOE02182) - (City Wide)

RECOMMENDATION:

That Attachments #1 and #2 appended to Report PD02002(a)/TOE02182, being a schedule and by-law to provide for the installation of emergency rural municipal numbers and to assign user fees, be enacted.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

Peter M. Crockett, P. Eng., General Manager
Transportation, Operations & Environment Department

EXECUTIVE SUMMARY:

Consolidation of the existing "Rural Municipal Numbering By-laws" into one by-law applicable to the entire new City of Hamilton will provide for consistent installation and financial practices. It will result in emergency personnel having continuity in their ability to readily locate access to rural properties during medical, fire or police emergencies.

This is a revised report which proposes significantly reduced fees for rural municipal sign hardware and installation which should address concerns raised at the May 7, 2002, Committee of the Whole meeting.

BACKGROUND:

The purpose of the By-law is to require property owners to provide a municipal number sign at the road for identification purposes. This enables emergency personnel and utility crews to locate properties quickly and accurately.

The requirement for installation of a municipal number sign will be triggered through the building permit process. When application is made for a building permit, applicants will be advised of the requirements and the options for installation.

The new "Rural Municipal Numbering By-law" combines the requirements of the previous by-laws in force in the former area municipalities, and is the culmination of a number of discussions between Building and Licensing, Traffic Operations and Engineering, and Fire Prevention. The By-law has been reviewed by Legal Counsel.

The onus for sign installation is placed upon the property owner or occupant as they are responsible under the enabling legislation, the Municipal Act.

At its May 7, 2002 meeting, the Committee of the Whole referred the report on "Consolidated Rural Municipal Numbering By-law" to staff in order to explore outside pricing for installation of signs. In response to this request, staff have reviewed the proposed fees based on additional experience with installations and have reduced the proposed fees considerably. Alternative Service Delivery was considered but is not deemed to be feasible or necessary, given the low volume of new signs and maintenance calls for existing signs and based on the revised costing.

ANALYSIS OF ALTERNATIVES:

The health and safety implications related to the installation of rural municipal numbers are incontrovertible, leaving no doubt that the City should continue to facilitate the consistent administration of this function.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Administration of the By-law will be performed through the combined efforts of Building and Licensing at Building Permit stage; Traffic Operations and Engineering for sign supply and/or installation, and the Fire Prevention Bureau with respect to monitoring for consistency of signage in rural areas.

Costs/fees for installation or repair of signs are included in Schedule "A" of the proposed "Fees for Services/Activities By-law" which adopts a standard set of fees to replace the various fee structures currently in place in each of the former area municipalities. The fees quoted in the 'Fees for Services By-law' will provide for municipal service delivery cost recovery.

The proposed fees are as follows:

Full Installation by City forces	$82 (GST Included)
Materials for Homeowner Installation	$20 (GST Included)
City Maintenance, No Materials	$62.50 (GST Included)
City Replacement, Post Only	$72 (GST Included)
City Replacement, Sign Only	$52 (GST Included)

Fees charged by former municipalities:

	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
Owner installed	$40	n/a	n/a	n/a	n/a	n/a
City installed	$80	n/a	$40	$40	n/a	$50.83

The fees proposed provide for full cost recovery for the manufacturing and the installation of the signs by Transportation, Operations and Environment Department. A fee of $20 for the sign and post, permits installation by the homeowner.

The former fees charged by the area municipalities all reflected costs as installed by the municipality except for Ancaster which had a reduced fee for owner installation. Some of the area municipalities also had initial installations performed in bulk by volunteers in order to assist fire and police in property identification, resulting in lower costs due to the large number done at once.

POLICIES AFFECTING PROPOSAL:

Enacting the proposed new "Rural Municipal Numbering By-law" will form the framework for municipal staff to continue to provide rural residents with numbering services that are consistent with the policies and procedures used for rural properties in the former area municipalities.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The By-law was developed in consultation with Building and Licensing Division, Fire Prevention, as well as Traffic Engineering and Operations staff, and has been reviewed by Legal Counsel.

CITY STRATEGIC COMMITMENT:

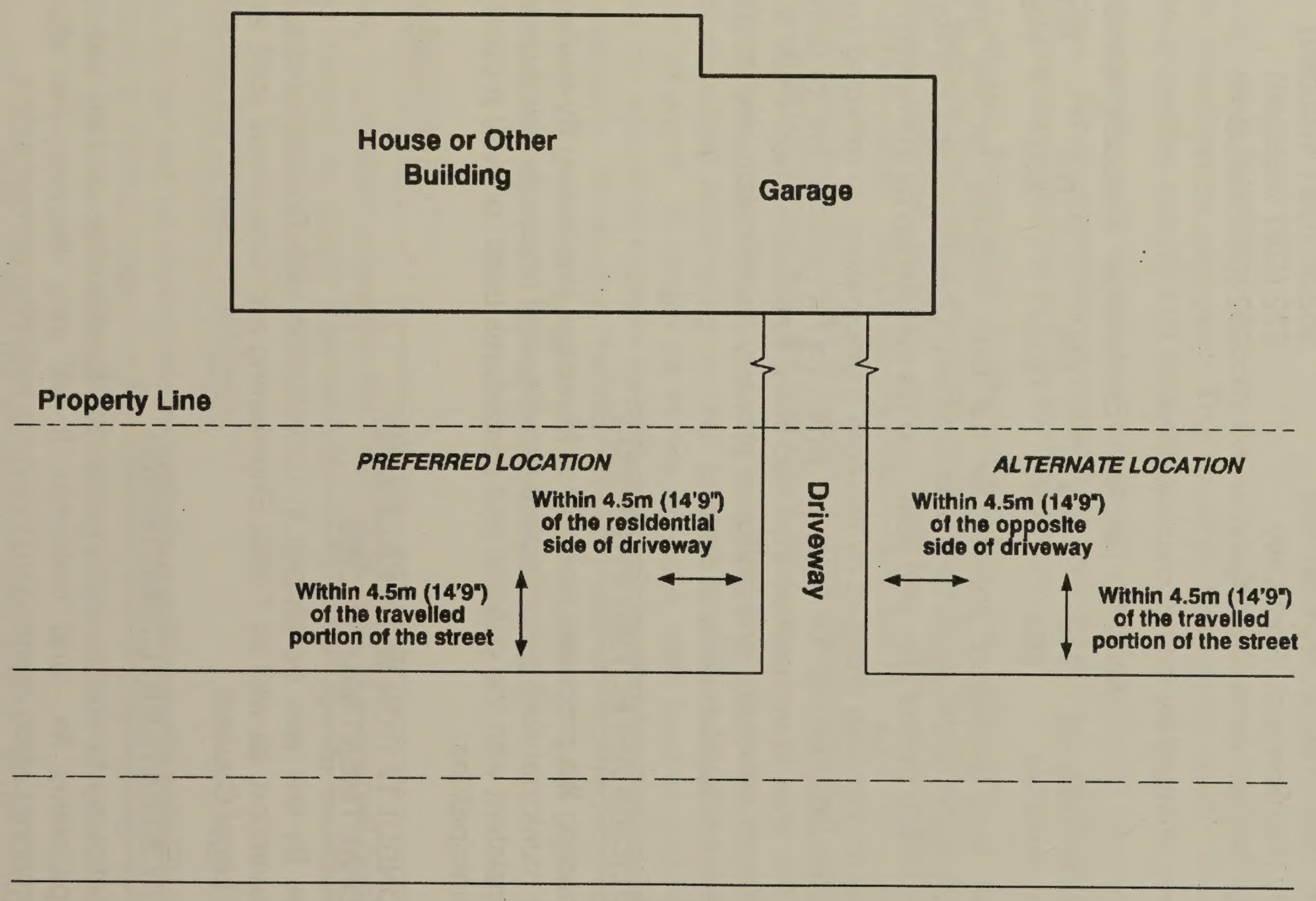
Continuing to enable and provide this function has obvious safety, security and health implications for rural residents. It will also increase the efficiency of emergency personnel when responding to events requiring prompt action.

PCL:fd
Attachs. (2)

Attachment #1 to Report PD02002(a)/TOE02182

City of Hamilton
Schedule "A" to By-Law No. ________

City of Hamilton
Rural Property Identification Sign Placement Diagram


House or Other Building
Garage
Property Line
PREFERRED LOCATION
Within 4.5m (14'9") of the residential side of driveway
Within 4.5m (14'9") of the travelled portion of the street
Driveway
ALTERNATE LOCATION
Within 4.5m (14'9") of the opposite side of driveway
Within 4.5m (14'9") of the travelled portion of the street

Authority:

Bill No. xxx

THE CITY OF HAMILTON
BY-LAW NO. 02-xxx

Being a By-law to Implement a Rural Signage Program in Conjunction with the City of Hamilton Addressing System

WHEREAS Council deems it necessary to enact a single by-law providing for a rural signage program for the numbering of buildings along highways and for affixing numbers for property identification in conjunction with the Urban and Rural City Addressing System;

AND WHEREAS the purpose of such rural signage program is to reduce emergency response time and to assist all emergency services including police, fire and ambulance services, by having uniform signs located and displayed in accordance with this by-law to provide clearly identifiable address numbers visible to emergency vehicles travelling in any direction at any time on a highway or street;

AND WHEREAS paragraph 112 of Section 210, of the Municipal Act, R.S.O. 1990, Chapter M.45 provides,

"For numbering the buildings and lots along any highway, beach, park, reserve or any other property in the municipality that it is considered necessary to number by the council, and for affixing numbers to the buildings and for charging the owner or occupant with the expense incident to the numbering of the lot or property.

(a) Such expense may be collected in the same manner as taxes, and, if paid by the occupant, subject to any agreement between the occupant and the owner, may be deducted from the rent payable to the owner."

AND WHEREAS the City of Hamilton Act, 1999, Statutes of Ontario, 1999 Chap. 14, Sched. C, did incorporate, as of January 1st, 2001, the municipality "City of Hamilton";

AND WHEREAS the City of Hamilton is the successor to the following former area municipalities: The Corporation of the Town of Ancaster; The Corporation of the Town of Dundas; The Corporation of the Town of Flamborough; The Corporation of the Township of Glanbrook; The Corporation of the City of Hamilton; and The Corporation of the City of Stoney Creek; (hereinafter referred to collectively as the "former area municipalities" and individually as a "former area municipality");

AND WHEREAS the City of Hamilton Act, 1999 provides that the By-laws of the former area municipalities continue in force in the City of Hamilton until subsequently amended or repealed by the Council of the City of Hamilton;

NOW THEREFORE, The Council of the City of Hamilton enacts as follows:

SHORT TITLE

1. This By-law may be cited as the "Rural Municipal Numbering By-law".

DEFINITIONS AND INTERPRETATION

2. **(1)** In this By-law,

(a) "**building**" means a structure occupying an area greater than 10 square metres (one-hundred and seven square feet) consisting of a wall, roof and floor or any of them or a structural system serving the function thereof including all plumbing, works, fixtures and service systems appurtenant thereto, and may include an addition to any existing **building**;

(b) "**Chief Building Official**" means the **Chief Building Official** of the **City** of Hamilton appointed under Section 3 (2) of the Building Code Act, S.O. 1992, c. 23, as amended, and for purposes of this by-law includes his/her designate(s);

(c) "**City**" means The **City** of Hamilton;

(d) "**Fire Chief**" means the **Fire Chief** of the **City** of Hamilton appointed under Subsection 6 (1) of the Fire Protection and Prevention Act, S.O. 1997, c. 4, as amended, and for purposes of this by-law includes his/her designate(s);

(e) "**lot**" includes a parcel of land which is capable of being legally conveyed in accordance with the provisions of the Planning Act, S.O. 1990, c. P.13;

(f) "**city addressing system**" means the method by which the **City** applies **City** numbers to **lots** within the **City** of Hamilton. This shall be done in accordance with the mapping as prepared by the General Manager, Planning and Development as amended from time to time;

(g) "**owner**" includes the registered **owner**, condominium corporation, assessed **owner**, occupant, tenant, person for the time being managing or receiving the rent of the property whether on his/her own account or as an agent or trustee or on account of any other person;

(h) "**property identification sign**" means a sign required under this by-law which shall be fastened to a **street** post and installed in accordance with **City** standards;

(i) "**rural**" means those lands in the **City** which are located outside both the '**Urban** Area' and '**Rural** Settlement Area' boundaries in the **City** of Hamilton, and for purposes of this by-law shall include those lands in an 'agricultural' and/or 'country' setting;

(j) "**street**" means any public highway as defined in the Municipal Act, R.S.O. 1990, c. M.45, as amended; and

(k) "**urban**" means those lands in the **City** which are located within both the '**Urban** Area' and '**Rural** Settlement Area' boundaries in the **City** of Hamilton, and for purposes of this by-law shall include those lands in an 'inner-city' and/or 'built-up' area setting.

(2) Where this by-law provides both metric and imperial measurement for the same item, the imperial measurement is provided for convenience only and is approximate.

PREVIOUSLY INSTALLED PROPERTY IDENTIFICATION SIGNS

3. (1) Subject to Subsection (2), where a **property identification sign** has been installed under a **rural** municipal numbering by-law previously in force in one of the former area municipalities and the sign is maintained in good repair, such sign shall be deemed to be in compliance with this by-law.

(2) Where the previously installed **property identification sign** in Subsection (1) is subsequently replaced, the **owner** or his/her agent shall replace and position the sign with a **property identification sign** in compliance with the requirements and standards specified in the remainder of this by-law.

GENERAL REQUIREMENTS FOR PROPERTY IDENTIFICATION SIGNS

4. The **City** address number, for other than those **buildings** which have already been assigned a **City** address number, shall be assigned by the Planning and Development Department in accordance with the **city addressing system**.

5. The **owner** of every **building**, located on a **lot** in a **rural** area shall install or have installed a **property identification sign**, which services may be performed by the **City** upon payment of the fee(s) as prescribed in 'The Fees For Services/Activities By-law'. Such sign shall be installed in accordance with the provisions of this by-law and consistent with the '**Property Identification Sign** Placement' diagram on attached Schedule "A".

6. Notwithstanding the provisions of Section 5, no person shall install a post for the **property identification sign**, unless and until underground service locates have been undertaken by the relevant utilities to determine that the post may be installed in safety and without damage to services.

7. All **owners** of land and **buildings**, within the **rural** area as defined above are required to comply with the provisions of this by-law.

8. No person shall install or affix a **property identification sign** required pursuant to the provisions of this by-law except in accordance with the requirements set out in this by-law.

9. The **property identification sign** shall be:

    (1) a minimum of 125 millimetres (five inches) high, by 405 millimetres (sixteen inches) wide;

    (2) supplied by the **City**, and printed or marked on painted or coated steel or such other durable material as may be specified by the **City**;

    (3) composed of 10 centimetre (four inch) high white retro-reflective numbers on a green retro-reflective background;

    (4) affixed, to a steel post of the size and configuration supplied by the **City**, and at a height being from the grade at the base of the post to the top of the **property identification sign**, of not less than 1.0 metre (three feet three inches) and not greater than 1.22 metres (four feet);

    (5) located on the municipal road allowance in front of the **lot** upon which the **building** is situated in a manner clearly visible to traffic travelling at any time and from any direction on the **street** from which the **building** or **lot** has its main access;

    (6) erected within 4.5 metres (fourteen feet nine inches) of the edge of the asphalt, or where gravel, the travelled portion of the **street** and within 4.5 metres (fourteen feet nine inches) of the left of the driveway upon entering such driveway. The **property identification sign** may be situated within the same guidelines on the opposite side of the driveway where approved by the Director, Roads and Traffic, or by so assigned staff; and

    (7) constructed and located similarly to, and generally consistent with, the requirements of Subsections (1) through (6) of this Section if it is of a temporary nature pursuant to Section 10 (2) and Section 13 of this by-law.

10. (1) No person shall fail to have erected a **property identification sign** in accordance with the requirements of this by-law for a **lot** which is

owned and/or occupied and on which construction is taking place, by the earlier of:

(a) the commencement of occupancy of a **building** on the property; or

(b) within six (6) weeks of the issuance of a **Building** Permit respecting construction of a **building** on the property.

(2) Notwithstanding the provisions of Section 5, 9 and 10 (1) of this by-law, the **owner** shall, where a **building** is under construction, display the **property identification sign** as a temporary sign made of durable material. Such sign shall be located on the **lot** in such a manner that it is clearly visible from the **street** from which the **building** has its main access. For purposes of this Subsection, temporary shall be deemed to be a period of not more than forty-five (45) days.

(3) Subsection (1) does not apply to the construction of an addition to a **building** where the **property identification sign** is already displayed in accordance with the provision of this by-law.

11. (1) No person shall remove a **property identification sign** once it is posted.

(2) Subsection (1) does not apply to an authorized employee or agent of the **City** removing the sign as part of their assigned duties.

12. Every property **owner** or occupant shall insure that the **property identification sign** is maintained in good repair in conformance with this by-law and in such a manner so as to be readable, clearly visible at all times from the adjacent roadway, and unobstructed by vegetation, structures, snow accumulation or any other screening.

NOTICE

13. Where a **property identification sign** is found to be missing, in disrepair, damaged, removed or not installed in accordance with the provisions of this by-law, the **owner** or occupant of the property or **lot** shall be sent notice of such, and given forty-five (45) days from receipt of such notice to repair or replace such sign. In such circumstance the **owner** or occupant shall install a temporary sign forthwith, until a permanent replacement **property identification sign** is installed in accordance with the provisions of this by-law.

14. Where the **owner** of a **building** fails to affix the required **property identification sign**, or where such **owner** affixes the **property identification sign** without compliance with the provisions of this by-law and the period of

notice provided in Section 13 has passed, the Director, Roads and Traffic or his/her designate may:

(1) remove the **property identification sign** affixed in contravention of the provisions of this by-law, and/or

(2) affix the **property identification sign** in accordance with the provisions of this by-law.

FEES

15. Replacement **property identification signs** and/or posts may be obtained from the **City** at the cost specified in 'The Fees for Services/Activities By-law'.

16. Where the **owner** upon having been given due notice and having failed to install, maintain, repair or replace such damaged, removed, missing, obstructed or incorrectly placed **property identification sign** within the required forty-five (45) days, the **City** may perform such work at a cost to the **owner** as indicated in 'The Fees for Services/Activities By-law'.

17. Where the Director, Roads and Traffic or his/her designate performs the work outlined in Sections 14 or 16, the costs so incurred may be collected in the same manner as municipal taxes.

ENFORCEMENT

18. Administration and enforcement of this by-law shall be performed jointly by the **Chief Building Official** and/or the **Fire Chief** of the **City** of Hamilton.

PENALTY

19. Every person who contravenes any of the provisions of this by-law is guilty of an offence and is liable upon conviction to a fine in accordance with the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended.

SEVERABILITY

20. Should a court of competent jurisdiction declare a part or whole of any provision of this by-law to be invalid or of no force and effect, the provision or part is deemed severable from this by-law, and it is the intention of Council that the remainder survive and be applied and enforced in accordance with its terms to the extent possible under law.

REPEAL AND ENACTMENT

21. The following By-laws all as amended, of the named "former area municipalities" are hereby repealed:

(1) By-law No. 97-41 (Ancaster);

(2) By-law No. 567-98 (Glanbrook);

(3) By-law No. 98-86-S (Flamborough);

(4) By-law No. 4899-99 (Stoney Creek).

22. This by-law shall come into force and effect on the date of enactment.

ENACTED and PASSED this day of , A.D. 2002

Mayor

City Clerk

CA5 ON HAM
A34
2002

URBAN
MUNICIPAL

HAMILTON PUBLIC LIBRARY

NOV 1 1 2002

BUS/SCI/TECH

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-038

Tuesday, November 12, 2002

9:30 a.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. ADOPTION OF MINUTES

2.1 November 5, 2002 (to be distributed)

3. DELEGATION REQUESTS

None

4. CONSENT ITEMS

None

5. PRESENTATIONS

5.1 Recommendations of the Open for Opportunity Task Force (MAY01002 (B)) (City Wide)

5.2 2003 Bell Canadian Open Golf Tournament (CS02051(a)

DISCUSSION ITEMS

6. CITY MANAGER

None

7. COMMUNITY SERVICES

None

8. CORPORATE SECRETARIAT

8.1 After Hours Contact Policy (CSE02028) (City Wide)

8.2 Municipal Advertising (CSE02027) (City Wide)

9. ECONOMIC DEVELOPMENT

None

10. FINANCE AND CORPORATE SERVICES

10.1 Dominion Castings **(REPORT TO FOLLOW)**

11. HUMAN RESOURCES

None

12. PLANNING AND DEVELOPMENT

12.1 Conclusion of the Open for Business Policy (PD02133(a) (Wards 2 & 3)

13. SOCIAL AND PUBLIC HEALTH SERVICES

None

14. TRANSPORTATION, OPERATIONS AND ENVIRONMENT

None

15. JOINT DEPARTMENTAL REPORTS

None

16. REPORTS BY SUB-COMMITTEES

None

17. MOTIONS

None

18. NOTICES OF MOTIONS

None

19. GENERAL INFORMATION

None

20. PRIVATE AND CONFIDENTIAL

None

21. ADJOURNMENT

OUTSTANDING BUSINESS

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
A.	Report on Colliers Recommendations – HECFI Facilities	March 28/01	Community Services		2002 - Q1
B.	Demolition of 226 Avondale Street	April 25/01	N/A		TABLED by Ward Councillor
C.	Toll for Red Hill Creek Expressway	Nov 21/01	TOE/Finance	Staff to bring a report back on option for tolling Red Hill Creek Expressway	Awaiting Provincial Regulations
D.	Spreading of Biosolids	Nov 21/01	Transportation and Environment	TABLED pending Staff report	
E.	Urban Boundary	Dec 4/01	Planning & Development	Referral by HSC for staff to report back to COW	2002 – Q2
F.	Community Safety Zones	Dec5/01	Transportation and Environment	Referred back to staff for further consideration	2002 – Q2
G.	People's Panel	Dec5/01	TBD	Staff to report back on financial and staffing implications, selection process, terms of reference and implementation timeline	
H.	Aquafit Seniors/Disabled Fees	March 5/02	Community Services	Staff to prepare critical analysis	
I.	Council Communication - Residential Care Facilities	Jan. 23/02	Social and Public Health Services	Referred to staff for comments	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
J.	Strategy to attract Factory Outlet stores	Feb. 13/02/further updated on August 6/02	Economic Development	Staff to bring implementation plan to Committee	
K.	Strategy for prioritizing abandoned industrial and commercial warehouse structures	Feb. 13/02 Aug. 13/02 follow-up request made	CMT	Staff to bring implementation plan to Committee	
L.	Revenue issues regarding billings and chargebacks	HSC - February 20/27	Finance and Corporate Services	Referred to staff for a report back	December 2002
M.	Shortage of Area Doctors	March 6/02 Council	Social and Public Health	Staff to report back on shortages	
N.	Remuneration and Expenses	March 5/02	Finance and Corporate Services	Staff to report back in future reports highlighting offsetting revenues which create a net expenditure, consultation with Councillors, indication of expenses authorized as Council expenses	March 2003
O.	Pest Control	May 7/02	Planning and Development	Staff to report back on control of pests/rodents prior to demolition permit issued	
P.	Hannon Post Office	May 7/02	Corporate Secretariat	Staff to report back on possibility of address changes that align with telephone exchanges	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Q.	Correspondence from Hamilton District Labour Council/HUC Corporation Position Paper	Apr. 30/02	F&CS and HUC	Staff to bring report back	
R.	HR Matters	May 7/02	Economic Development	Staff to report back	
S.	Municipal Tax Competitiveness Study	May 23/02	Finance and Corporate Services	Referred to a Future COW in September	Nov./02
T.	Options for returning profits - Hydro	June 10/02	Finance and Corporate Services	Staff to report back with options for returning profits	
U.	Capital Program to modify mountable curb driveway approaches	July 2/02	TOE	Three sections tabled pending public consultation	
V.	Roles and Responsibilities of Committee of Adjustment	July 2/02	Planning and Development	Tabled pending further consultation with the community and report back on policy addressing political influence	
W.	Uncovered crossovers on highways	August 6/02	Risk Management and Legal	Staff to bring report back on uncovered crossovers on highways	
X.	Delivery of ambulance services, response times, standards, dispatch	August 6/02	Chief Peace	Staff to bring report back on status of delivery	
Y.	Floating Casino - West Harbour	August 13/02	Legal Services	Staff to report back on feasibility of securing a casino license for floating casino	Nov./02

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Z.	Downtown cleanliness	August 13/02	TOE	Staff to report back on how much it cost to keep the downtown clean prior and during FCM	
AA.	Correspondence from Ministry of Transportation respecting Highway 6 from Highway 5 to Concession	Council Communication of July 10, 2002	TOE	Staff to report back to Committee of the Whole	
BB.	Petition - reduction in speed on Leeming Road	Council Communication of August 14	TOE	Staff to report back to Committee of the Whole	
CC.	Correspondence from Municipality of Niagara respecting Water Quality Protection Strategy	Council Communication of August 14, 2002	TOE	Staff to report back to Committee of the Whole	
DD.	Correspondence from Mr. Reginald Beaudry respecting Tree Species List	Council Communication of September 11, 2002	Community Services	Staff to report back to Committee of the Whole as part of the Forestry Management Plan exercise	
EE.	Hamilton Future Fund	Sept. 10/02	Finance and Corporate Services	Staff to provide monthly reports to Council and Trustee Panel on the approved projects to assist in monitoring	Ongoing
FF.	Services Review - City Maintenance Operations	Sept/10/02	City Manager	City Manager to provide ongoing and final reports to Council on behalf of the Services Review Committee	Ongoing

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
GG.	Report of the Accommodations Study Sub-Committee	Sept. 10/02	Community Services	A meeting of the sub-committee to occur. Staff directed to report back	Nov./02
HH.	Motion - ODSP Bus Pass	Sept. 10/02	Social and Public Health	Staff to report back on feasibility of a subsidy program	
II.	Fee Waiver Policy	Sept. 10/02	Community Services	Staff to report back as part of the annual budget on the extent to which the City subsidizes third party use	Budget Deliberations
JJ.	Hamilton's Wastewater System	Sept. 17/02	TOE	Staff to investigate possible partnership re: dredging of the Windemere basin, Updates on compliance, overstrength and surcharge agreements	
KK.	Subsection g) HMRF/HWRF Pension Administration Sub-Committee Report	Sept. 24/02	COW	Tabled pending delegation from Hamilton Police Association appearing at HSC	October/02
LL.	Development charges and building permit fees for the Hamilton Regional Cancer Centre and St. Joseph's Healthcare	Sept. 17/02	City Manager/ Finance and Corporate Services/ Planning and Development	Deferred for one month	November/ 02
MM.	By-law to regulate postering of signs on public property	Sept. 17/02	TOE & FCS	Staff to prepare by-law to regulate	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
NN.	Memorandum respecting Taro CLC	Oct. 22/02	TOE	Staff to report back on the legal and enforcement issues surrounding the CLC, council;s involvement and certificate of approval	
OO.					
PP.					

SECTION 5

CITY WIDE
IMPLICATIONS

CITY OF HAMILTON

5.1

MAYOR'S OFFICE

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Open for Opportunity Task Force
Date:	October 23, 2002	**Prepared by:**	Tara-Lynne Franco 905-546-4007

SUBJECT: **Recommendations of the Open for Opportunity Task Force (MAY01002 (B)) (City Wide)**

RECOMMENDATION:

a) That the Action Letters prepared by the Task Force attached as Appendix A be approved and that the City Manager and the General Managers of the departments indicated in each recommendation be directed to review them and report to Council with an implementation strategy if required;

b) That where there are budget implications associated with implementation of any of these actions, that these be incorporated into the business planning process and be considered as part of the budgets for 2003 and beyond;

c) That in approximately 6 months, an Open for Opportunity Forum be held in order to review the progress that has been made in implementing the directions of the Task Force and provide additional avenues for input from the Task Force and the broader community.

Robert E. Wade, Mayor
Mayor's Office

EXECUTIVE SUMMARY:

The creation of the new City of Hamilton presented an opportunity to undertake a comprehensive review of the city's administrative environment with the goal of ensuring that Hamilton is "open for opportunity". The goal was to foster and support economic development and community capacity building, and send a message to investors and community builders that Hamilton is indeed “open for opportunity”.

This report outlines the results of the joint public-private inquiry, called the “Open for Opportunity” Task Force, that is proposing a number of recommended actions that the municipality should take in order to create a more positive investment climate and ensure that the city is a catalyst to economic growth and making good things happen.

The recommended actions fall under 3 major areas that coincide with the Panels that were formed to conduct much of the work:

- Licensing, permits and approvals
- The state of information and accessibility
- City policy, practices and procedures

The Open for Opportunity Task Force included the Mayor of the City of Hamilton, four City Councillors and thirteen members from the private sector representing small and large business, education, consulting, planning, law and insurance. There was also a Staff Technical Advisory Team that assisted the Task Force in its work. The membership of the Open for Opportunity Task Force and the Technical Advisory Team can be found in Appendix B.

BACKGROUND:

The Mayor in the course of community consultation heard repeatedly that administrative processes create roadblocks that discourage new investment and add to the cost of doing business in Hamilton. In order to address this issue, the Mayor proposed the establishment of a public / private inquiry.

On December 11, 2001, Council approved Report MAY01002 – ***Proposal to Establish an “Open for Opportunity” Task Force***.

The Task Force’s mission was defined as “to ensure that Hamilton is open for opportunity”. Four objectives were also established:

- To create a more positive investment climate in Hamilton;
- To ensure the City is a catalyst to economic growth;
- To minimize unnecessary administrative burdens on business and community groups;
- To ensure access to comprehensive and useful information / data that may be necessary to making investment decisions in Hamilton

The group met for the first time on March 19, 2002 and met as a full Task Force once monthly up to and including October 22, 2002. In order to complete their work in a relatively short time period, the task force divided into 3 panels that met during and outside the full task force meetings.

The panels were organized under three theme areas:

- Licensing, Permits and Approvals
- State of Information and Accessibility
- City Policy, Procedures and Practices

The Task Force received presentations from staff on departmental structure, the City's customer service interfaces and what the departments were currently working on that fit with the task force objectives.

At their second meeting the group had a facilitated discussion of what they felt we need to do to improve the business environment in the City and what they felt were some of the things that were working and were not working. These discussions formed the basis of many of the recommendations that are now coming forward.

The recommendations of the Task Force are presented in the format of Action Letters. These Action Letters indicate the recommended action, some brief background on why this is being recommended, the rationalization, who should be responsible for implementation, and in some cases a timeline for completion. Some recommendations are very specific while others are more general and would require additional investigation internally before they could be implemented.

This report proposes that the recommendations of the Task Force be reviewed by staff in order that they can determine how they can be implemented. In some cases where a change in a major policy, procedure or by-law is required to implement the recommendations, staff will need to bring these back to Council for final ratification. In some cases, for example where the Task Force is recommending a shorter timeline for the update of the Official Plan and Zoning by-law (see Policies, Procedures and Practices, Priority 1), staff will need to come forward to Council with an implementation plan and ensure that sufficient resource allocations are made in the 2003 budget and future budgets. Some of the recommendations are administrative in nature and can be implemented immediately and thus would not require a report back to Council.

This report also recommends that a follow up Forum be held in approximately 6 months time. The Task Force Members as well as any other interested parties will be invited to this forum to hear what progress has been made in implementing the directions of the Task Force and also will provide an additional avenue of input for those who did not directly participate in this process.

ANALYSIS OF ALTERNATIVES:

There are no alternatives to present at this time.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial Implications

The financial implications of these recommendations have not been determined at this time. These are to be reviewed by the appropriate departments when determining how the actions can be implemented and incorporated into the business plans and budgets of 2003 and beyond

Staffing Implications

In some cases there may be staffing implications. As suggested above, any implications should be incorporated into the business plans and budgets of 2003 and beyond.

Legal Implications

Prior to full implementation, all recommended actions should be reviewed to determine if they are things in which the municipality has the legal jurisdiction to change or if there are any other legal implications with their implementation.

POLICIES AFFECTING PROPOSAL:

As indicated in the action letters, some of the recommendations would require changes in policy. All major policy changes will be forwarded to Council for approval and at that time will include the financial, staffing and legal implications of the change in policy.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

A Technical Advisory Team comprised of representatives from all city departments, with the exception of Human Resources, provided assistance, advice and support to the full Task Force as well as each of the Panels.

The recommendations are those of the Open for Opportunity Task Force. They do not necessarily represent the views of the staff involved, nor have they been formally vetted by any of the departments.

This was a public-private inquiry that included the Mayor of the City of Hamilton, four City Councillors and thirteen members from the private sector representing small and large business, education, consulting, planning, law and insurance.

The members of the Task Force and the Technical Advisory Team are listed in Appendix B.

CITY STRATEGIC COMMITMENT:

In it's Strategic Plan, Council identified growing our local economy as its number one priority. Under the goal of "A City of Growth and Opportunity" Council committed to exploring the best methods and quantity of resources necessary to attract and retain business. The recommendations of the Open for Opportunity Task Force will assist the City greatly in meeting this commitment by streamlining processes, reducing red tape in our business practices and ensuring information is accessible and easily obtainable.

An effective, open and predictable administrative environment at the City will help support economic growth and community capacity building.

Appendix A:
ACTION Letters of the Open for Opportunity Task Force

Appendix B:
Membership of the Open for Opportunity Task Force

Members of Council

Mayor Bob Wade
Councillor Marvin Caplan
Councillor Frank D'Amico
Councillor Larry Dilanni
Councillor Margaret McCarthy

Private Sector

Richard Allen, Industry Education Council
Sean Baird, Ampersand Group
Anne Bermingham, 2WA Consulting
Ward Campbell, Starward Homes
Gabe DeSantis, Homes by DeSantis
Ed Fothergill, Fothergill Plannning and Development, Hamilton Chamber of Commerce
Don Gerrard, Dofasco
Carolyn Gray, Mohawk College
Chip Holton, National Paper Goods
Dan Lawrie, Dan Lawrie Insurance Brokers
Sergio Manchia, Planning & Engineering Initiatives
Lou Serafini Jr., Fengate Property Management
Peter Tice, Ross & McBride Law Firm

Staff Technical Advisory Team

Kevin Christenson, Clerks
Rob Hall, Public Health
Dawne Jubb, Legal Services
Peter Lampman, Building and Licensing
Domenic Lunardo, Design and Construction
Bryan Shynal, Parks
Paul Mason, Long Range Planning
Ron Marini, Downtown Renewal
Gavin Norman, Infrastructure Planning
Guy Paparella, Development Planning / Mayor's Office
Tom Poldre, Communications
Tom Redmond, Building and Licensing
Rob Rossini, Finance
Norm Schleehahn, Economic Development
Joe Spiler, Finance
Ed Switenky, Traffic
Helen Vastis, Legal Services
James Winn, Fire Prevention

REPORT TO THE OPEN FOR OPPORTUNITY TASK FORCE

Licensing, Permits and Approvals Sub-Committee

October 22, 2002

Subcommittee Members

Gabe Desantis
Ed Fothergill
Don Gerrard
Councillor Larry Di Ianni
Councillor Margaret McCarthy

City of Hamilton
Open for Opportunity Task Force

Licensing, Permits and Approvals Sub-Committee

1) OBJECTIVE/MISSION STATEMENT

To provide approvals for permits and development applications in an efficient and predictable manner while at the same time protecting the public interest and safety of the citizens of Hamilton.

2) PRINCIPLES

a) All applications, permits and approvals shall have set and committed timelines.

b) One stop shopping – the public can apply in one place for all applications regarding development.

c) Information is accessible and easily obtainable.

d) Council shall delegate minor development application approvals to staff.

e) Greater consideration shall be given to development applications as they fulfil the economic development mission of council as expressed through the approval of an economic strategy.

f) Efficiencies shall be implemented which minimize overlap and duplication.

g) All processes for development shall be open, fair, consistent, predictable, and reasonable.

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 1: Approval of Plans Prior to Subdivision Registration**

BACKGROUND

Approval for plans of subdivision is a long process. When the process is complete, owners / developers do not want to wait an additional two weeks for issuance of building permits.

RECOMMENDED ACTION

That plans for Single Family Dwellings and townhouses in plans of subdivisions be approved “en mass” for building permit purposes prior to or after the completion of the subdivision agreement.

RATIONALIZATION

can be done ahead of time
consensus approvals going at same time
different service models
meets principle (a)

IMPLEMENTATION

Building and Licensing Division

Open for Opportunity
Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 2: Economic Development Factor**

BACKGROUND

The development process needs to place greater emphasis on the economic impact / benefit that development provides. Often, applications which have significant economic benefit to the community are not supported by staff because only traditional planning factors are considered.

RECOMMENDED ACTION

That major applications (e.g. Official Plan amendments, major Zoning by-law amendments and other municipal by-law proposals) be circulated to Economic Development for comment and review to determine economic impact and fit with Council's approved Economic Strategy.

RATIONALIZATION

Other municipalities do this
Council has an economic strategy (e)

IMPLEMENTATION

Planning and Development - Development Engineering

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 3: Fast Tracking of Applications**

BACKGROUND

The application and approval process for the Committee of Adjustment, Land Division Committee and Site Plans is lengthy and is often seen as delaying development. In order to facilitate development where deadlines are very important, the industry would utilize and pay for fast tracking of these processes.

RECOMMENDED ACTION

1. That applications for Committee of Adjustment, Land Division Committee and Site Plan approval be provided with an option for fast tracking at an increased cost to the applicant subject to special legislation from the Province.

2. That City Council petition the Provincial Government for special legislation for the fast tracking of applications.

3. That the Committee of Adjustment continue to meet bi-weekly in the summer to avoid backlogs.

4. That the Committee of Adjustment appoint a pool of members so that additional meetings can be scheduled as the need arises.

RATIONALIZATION

Meets principles (a), (d) and (g)

IMPLEMENTATION

Development Planning shall prepare a policy for Council approval. Short term

Open for Opportunity
Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 4: Health Requirements**

BACKGROUND

The Building Code specifies requirements which must be incorporated into new buildings and renovations respecting different types of occupancies. There are additional health requirements also specified in the Health Protection and Promotion Act (HPPA). Applicants for building permits are not always aware of the requirements of the HPPA and after constructing in accordance with the OBC have to make changes to comply with other requirements in the HPPA.

RECOMMENDED ACTION

1. That City Council petition the Provincial Ministry of Housing to include all building requirements in the HPPA in the OBC in the next round of amendments.

2. That Building Permit applications for food premises be forwarded to Health for comment.

RATIONALIZATION

May be slight delays in the approval of the application
Meets principles (f), (c), and (b).

IMPLEMENTATION

Health and Building and Licensing
Long term – change to Ontario Building Code
Short term – staff to co-ordinate response to applications

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 5: Holding By-laws**

BACKGROUND

The City makes extensive use of holding by-laws requesting rezoning in order to ensure that site plan agreements are completed. The removal of the holding zone requires a report to Committee of the Whole and then approval by City Council, which also serves to delay the approval of the development.

RECOMMENDED ACTION

1. That the City limit the use of Holding By-laws for the purpose of site plan control only where there is no building permit required.
2. That City Council delegate the authority for removal of the Holding Zones to staff.
3. That the City reduce the fees to reflect workload.
4. That the application form be simplified.

RATIONALIZATION

Meets principles (d) and (f). There is no need for the use of holding by-laws when a building permit is required.

IMPLEMENTATION

Development Planning staff with the help of Legal Services
Limited the use of holding by-laws can be implemented immediately.
Delegation, fees, and technical details can be accomplished short-term.

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 6: Locate all staff in one location**

BACKGROUND

For the development industry it could be much more convenient if all staff of the City were in one location. It is time consuming to move from one building to another in order to meet with staff. This is especially important for the Planning Department.

RECOMMENDED ACTION

That the City move expeditiously in putting all staff in one location.

RATIONALIZATION

Meets principles (b) and (c)

IMPLEMENTATION

Council is responsible for leading this and it should be medium term.

Open for Opportunity
Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 7: Peer Review of Reports**

BACKGROUND

Reports that are submitted by professionals for some design requirements such as noise, landscaping and hydrological studies should not be reviewed by staff or consultants hired by the City. The reports are prepared by professionals and should be accepted on their own merits.

RECOMMENDED ACTION

That peer review not be required for some design requests such as landscaping, noise, hydrological studies and reports for security refunds.

RATIONALIZATION

Meets principles (e), (f) and (g)

IMPLEMENTATION

Development Planning shall prepare policy for Council approval.

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 8: Permit Issuance Prior to Plan Registration / Rezoning**

BACKGROUND

The process for the development of a subdivision for residential dwellings is complicated and can take considerable time due to design parameters, involvement of many approval agencies and the provision of registration and legal work. The issuance of the building permit is the last step and yet it is held in abeyance until the subdivision is registered.

RECOMMENDED ACTION

That the City permit the discretionary use of undertakings by developers to allow issuance of building permits prior to finalization of subdivision approvals providing certain conditions have been met.

RATIONALIZATION

Meets principles (f) (d)

IMPLEMENTATION

Development Engineering as part of the subdivision process
Building and Licensing
Short term

**Open for Opportunity
Task Force**

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 9: Permit / Licensing List**

BACKGROUND

The approval process in Ontario has requirements for new business owners/operators to obtain permits and approvals from many sources in order to develop. Often new business owners/operators are not aware of what approvals are required or where to obtain the approvals.

RECOMMENDED ACTION

That the City provide a detailed list of all permits applications / licenses required for all approval processes. The list shall also include those agencies outside of the City's jurisdiction.

RATIONALIZATION

A guide for small business
Meets principles (b) (c)

IMPLEMENTATION

Building and Licensing
Planning

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 10: Preliminary Pre-consultant Meetings**

BACKGROUND

The development industry has concern that it is difficult to obtain preliminary staff comments and/or support for various applications. Development could be aided by implementing preliminary preconsultant meetings on all development applications which have significant issues to be addressed.

RECOMMENDED ACTION

That the Development Division of the Planning and Development Department initiate, when requested, preliminary preconsultant meetings with applicants for zoning applications, subdivision applications, site plan amendments, Committee of Adjustment applications, Land Division Committee applications.

That Opportunities for review to be provided prior to the finalization of the staff report.

RATIONALIZATION

Meets principles (g) (c)

IMPLEMENTATION

Development Division
Immediate

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 13: Site Plan Control Requirements**

BACKGROUND

Site Plan Control regulates development of lands in accordance with City policies and by-laws. In that most property is now subject to site plan control, industrial areas cannot meet landscaping and parking area requirements due to the use made of the property.

RECOMMENDED ACTION

That for industrial properties subject to Site Plan Control, the City develop specific design criteria for development.

RATIONALIZATION

Meets principles (e) and (g)

IMPLEMENTATION

Development Planning with consultation with the industry (i.e. Dofasco, Stelco)
The recommendation should be implemented immediately after receiving input from abutting landowners.

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 14: Streamlining rural development approval**

BACKGROUND

The process for obtaining approval for rural development is presently cumbersome with respect to the requirements of septic / private sewage disposal.

RECOMMENDED ACTION

That the process for rural development approvals be streamlined by transferring the requirements for Health Services' approvals and comments to Development Engineering.

RATIONALIZATION

Should be in Planning and Development – Development Engineering.
Meets principles (a) (b)

IMPLEMENTATION

Development Engineering – medium term

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Recommendation 15: Tracking of Applications**

BACKGROUND

Due to the complexity of the approval processes, owners / developers often need to know the stages at which their applications are in the process. At the present time there is no tracking process in place for Land Severance Applications, Committee of Adjustment, rezonings, subdivisions, site plans or other planning applications.

RECOMMENDED ACTION

That the AMANDA tracking program used by Building and Licensing for the tracking of Building Permits and Licenses be expanded to include all Planning Applications.

RATIONALIZATION

The program is readily available and capital funding was already approved.
This is already in use in many municipalities in Ontario
Meets principles (b) and (c)
This can monitor principle (a)

IMPLEMENTATION

Development Planning and Information Services
Short term

REPORT TO THE OPEN FOR OPPORTUNITY TASK FORCE

City Policies, Procedures and Practices Subcommittee

October 22, 2002

Subcommittee Members

Anne Bermingham
Ward Campbell
Councillor Frank D'Amico
Carolyn Gray
Sergio Manchia
Peter Tice

City of Hamilton
Open for Opportunity Task Force

Policies, Procedures and Practices Subcommittee

1) OBJECTIVE/MISSION STATEMENT

- To consolidate municipal policies and procedures as a priority where possible and practical.
- To develop and communicate clear, concise, policies and procedures which are fair, equitable and applied consistently across the corporation.

2) PRINCIPLES

a) A seamless transfer of information
  i) Policies required to direct information to the designated department/person

b) Responses to questions/needs should be met within established timeframes
  i) Clients copied on correspondence (by email)
  ii) Creation of on-line program so client can check project status

c) Timeliness/processing of information
  i) Creation of standard timelines where feasible

d) One person to "take ownership" of the file
  i) Employee responsible and accountable for tracking the file through various departments
  ii) Client should not have to resort to Councillor or Mayor for action

3) VALUES

a) Policies need to be fair, effective and timely

b) Communications shall be consistent and constant

c) Consistent application of policies and procedures

d) Transparent fees tied to services and time spent by staff

e) Equitable treatment to all clients, customers and residents

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: SUBCOMMITEE PRIORITY 1 - CONSOLIDATION OF POLICIES AND PROCEDURES

BACKGROUND

As a result of amalgamation there are a number of policies and procedures across the new municipality which create inefficiencies and inconsistencies.

RECOMMENDED ACTION

That the policies and procedures of the former municipalities be consolidated into one comprehensive policy where practical and appropriate. With priority being placed on policies aligned with the City's strategic plan and Provincial requirements, these include but are not limited to:

- Official Plan and Zoning Bylaws
- Parkland dedication and cash in lieu of parkland policies
- Engineering and design standards
- Site planning standards
- Alternative Design Standards including flexibility in application
- Traffic noise in land use and transportation planning

That an internal senior staff team be established to identify and oversee the consolidation of policies and procedures and that appropriate external human and financial resources be allocated to this team to complete this task.

That the process be completed in a two-year time frame.

RATIONALIZATION

Complies with Subcommittee's main objective and mission statement as its first priority

IMPLEMENTATION

Corporate Management Team
General Manager, Planning and Development

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: **SUBCOMMITEE PRIORITY 2 - CORPORATE "DEVELOPMENT REVIEW TEAM"**

BACKGROUND

There is a need to establish a "corporate team" chair who would be a senior staff person to facilitate development applications and other corporate initiatives and/or projects

RECOMMENDED ACTION

That the City establish a "Corporate Development Review Team", chaired by an individual at the Director level (new position) and consisting of key Directors within the entire corporation, including Legal and Community Services.

That this Team be responsible for monitoring and facilitating all development applications as appropriate, especially those from a strategic corporate perspective, to meet corporate and strategic objectives.

RATIONALIZATION

Principles 2a, 2d
All Values

IMPLEMENTATION

Corporate Management Team
General Manager, Planning and Development

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: **SUBCOMMITTEE PRIORITY 3 - "PROJECT MANAGEMENT" APPROACH TO DELIVERY OF PROJECT/INITIATIVES**

BACKGROUND

Need for leadership on individual task and project basis

RECOMMENDED ACTION

That the City implements a "project management" approach in review of all development applications, projects and initiatives, thereby establishing an "authorized single" person contact response and accountable for completing the task, co-ordinating internal departments, the team and be the first point of communication between the team and the client.

That a core group of staff be trained who then could act as internal trainers.

RATIONALIZATION

Objectives and Mission statement
Principles 2b, 2c and 2e
All Values

IMPLEMENTATION

All Departments

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: **SUBCOMMITTEE PRIORITY 4 – IDENTIFY INTERNAL COMMUNICATIONS AND ROLES AND RESPONSIBILITIES WITH EACH NEW POLICY DEVELOPED**

BACKGROUND

Need to identify roles and responsibilities of internal staff associated with each new policy and procedure

RECOMMENDED ACTION

That as new policies are developed, internal procedures, flow charts and roles and responsibilities of each department are clearly defined and understood by staff responsible for its implementation.

That all policies and procedures be posted on the web pages.

RATIONALIZATION

Objectives and Mission Statement
Principles, 2b, 2c
All Values

IMPLEMENTATION

All Departments

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: **SUBCOMMITTEE PRIORITY 5 - DELIVERY STANDARDS, TIMETABLES AND REQUIREMENTS**

BACKGROUND

Need to establish delivery standards, timelines and requirements.

RECOMMENDED ACTION

That the City publish and establish standards with respect to development application requirements including timelines, fees and costs based on a "complete applications"; and,

That this include the specific requirements of the internal departments and agencies; and,

That the City and external agencies develop standard clauses and documentation, (i.e. subdivision, site plan agreement, consultant agreements, purchasing front end contract agreements), where possible and practical.

That standard clauses be developed in conjunction with Legal Services & Corporate Counsel.

RATIONALIZATION

Objectives and Mission Statement
Principles, 2a, 2c, 2d
All Values

IMPLEMENTATION

General Manager, Planning and Development
Legal
Purchasing

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)

Date: October 22, 2002

Re: **SUBCOMMITTEE PRIORITY 6 - SCREENING PROCESS FOR EXTERNAL AGENCY CIRCULATION**

BACKGROUND

Need to clarify roles and responsibilities of external agencies

RECOMMENDED ACTION

That external agencies be requested to consider a screening process whereby they establish set standards with specific areas of influence and interest with the intent that through an approved screening process by municipal staff, a development application may be exempt from being formally circulated to an external agency.

RATIONALIZATION

Objectives and Mission Statement
Principles, 2a, 2b, 2c, 2d
All Values

IMPLEMENTATION

General Manager, Planning and Development
Legal
Purchasing

REPORT TO THE
OPEN FOR OPPORTUNITY
TASK FORCE

State of Information and Accessibility Sub-Committee

October 22, 2002

Subcommittee Members

Richard Allen
Sean Baird
Chip Holton
Dan Lawrie
Lou Serafini Jr.
Councillor Marvin Caplan

City of Hamilton
Open for Opportunity Task Force

State of Information and Accessibility Sub-Committee

1) OBJECTIVE/MISSION STATEMENT

Building on the premise that the accessibility of "real time" information is the standard in today's corporate world and society at large, it was established

> **"That all municipal information related to business and development should be made available by a number of media (web, voice, print) and be made easily accessible."**

2) PRINCIPLES

a) Ensure that the information being provided by the City is complete and adequately addressing the needs of the City's business audience

b) City services and data should be customer focused rather than departmental based

c) City information should be in a format easily understood by the business audience

d) All City information should have a consistent look and appearance

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Priority 1: Relocation the Information & Technology Department**

BACKGROUND

The Information Technology department for the City of Hamilton will have the most significant role in shaping corporate attitude toward information and mediums to access. The IT department currently resides within the Finance and Corporate services division within the City of Hamilton's corporate structure.

RECOMMENDED ACTION

Relocate the IT department under the mandate of the City Manager's office

RATIONALIZATION

Information & Technology will be seen as a corporate priority

Other municipalities and private corporations have IT as a stand-alone entity reporting directly to the CAO/CEO

IMPLEMENTATION

This recommendation must be implemented first
This is an administrative decision that would need to be considered / implemented by the City Manager Corporate Management Team

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Priority 2: Common Front End / Voiceover IP Technology**

BACKGROUND

Developers and builders have stated they would like easier access to the status of their applications, permits including off-hour access

RECOMMENDED ACTIONS

a) Support the development of the Information Technology Department's Common Front End Project. This initiative will provide a common interface to access applications that will enable City customers to conduct business through one common entry point.

b) Implement Voiceover IP technology throughout the corporation and make this part of the Common Front End Project. This will bring a voice component to the Common Front End.

RATIONALIZATION

Essential for quality customer service and real-time access to information

IMPLEMENTATION

This should be implemented following priority 1
Information Technology (Lead)
Economic Development
Building
Planning
Finance

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Priority 3: Packaging and Promotion of Information**

BACKGROUND

Information related to business & development in the City of Hamilton appears disjointed as there is no consistency with respect to appearance and message across different departments. A positive message should be communicated on a regular basis and negative issues should be dealt with immediately.

RECOMMENDED ACTIONS

a) Support the City's branding process and implement that all information related to business and development (printed and/or electronic) throughout the corporation have a consistent appearance and common message. The continuity of the brand must be supported on an ongoing basis.

b) Develop and maintain an annual budget for improved identification and promotion of the City's image.

c) Ensure that there is flexibility in the way information can be accessed such that it meets the sophistication and level of the user and their specific requirements. For example, the interface needs to change or have the ability to be customized to meet the needs of those accessing the City for the first time versus more advanced users.

RATIONALIZATION

The City will be perceived as a single corporation and not as individual departments
Other municipalities are already taking this approach with successful results
This is essential for quality customer service

IMPLEMENTATION

Should be implemented immediately following priority 2
Communications / Corporate Secretariat

Open for Opportunity Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Priority 4: Auditing and Measurability**

BACKGROUND

Information systems are the underlying infrastructure for the corporation and as such must be incorporated as a critical component of everything the City does. All projects and programs must be vetted against and meet the directions of the Corporate Information Technology Strategy. Without this there will continue to be fragmentation in City's systems.

RECOMMENDED ACTIONS

All strategy and accountability documents that are created (e.g. Business Plan, Annual Report, Economic Report etc.) should have a dedicated section addressing the City's information systems. This must include information on both the state of our day to day operations (up-time, usability, security systems) as well as the projects undertaken in the past year and upcoming projects.

RATIONALIZATION

This will insure consistency from an information systems standpoint across all departments.
Accountability

IMPLEMENTATION

City Manager
Information Technology
This should be implemented following priority 3.

Open for Opportunity
Task Force

Action Letter

To: Mayor and Members, Committee of the Whole

From: Open for Opportunity Task Force

Date: October 22, 2002

Re: **Priority 5: Internal Staff Networking**

BACKGROUND

The City has various departments separated by geography, often making communication between internal staff difficult and thus impacting on the quality of information.

RECOMMENDED ACTIONS

Develop regular “cross-fertilization” forums for internal staff from different departments to come together and discuss issues related to business and development

Investigate the feasibility of implementing newer "real time" tools such as Instant Messaging and wireless devices to increase communication capabilities

RATIONALIZATION

Increased staff networking will result in a more consistent City message to business stakeholders

“Real time” tools deployed and trained properly can facilitate the effect of a centralized organization without incurring the unrealistic expense of centralizing geographically.

IMPLEMENTATION

CMT
IT
This should be implemented following priority 4.

WARD 12 and
CITY WIDE

CITY OF HAMILTON

5.2

COMMUNITY SERVICES DEPARTMENT
Culture and Recreation

Report to:	Mayor and Members of Committee of the Whole	**Submitted by**:	William Fenwick, Acting General Manager
Date:	October 25, 2002	**Prepared by:**	Shelley Merlo Orzel (x5015)

SUBJECT: **2003 Bell Canadian Open Golf Tournament (CS02051a) (Affects Ward 12, with City Wide Implications)**

RECOMMENDATION:

(a) That Council endorse the establishment of a Steering Committee for the 2003 Bell Canadian Open with representatives from the City of Hamilton (Councillor Ferguson, Shelley Merlo-Orzel, Rick Baker), the Royal Canadian Golf Association and the Hamilton Golf and Country Club;

(b) That subsection (c) of Committee of the Whole Report 02-025 respecting 2003 Bell Canadian Open Golf Tournament approved by City Council on June 26, 2002 be amended by inserting the words "to be funded by the tax stabilization reserve" following the words "2003 budget".

William Fenwick, Acting General Manager
Community Services

EXECUTIVE SUMMARY:

This report is requesting approval to establish a 2003 Bell Canadian Open Steering Committee with all partners; and authorization that the sponsorship for services in-kind and cash be funded from the 2003 Tax Stabilization Fund not to exceed $500,000.

BACKGROUND:

The recommendations/information contained within report CS02051 have implications specific to Ward 12 (and City Wide implications).

The report is an update report to the June 2002 report. Council approved the dates of the 2003 Bell Canadian Open; September 1-7, 2003. The sponsorship agreement includes a minimum cash payment of $200,000 and a number of services in-kind not to exceed a total of $300,000. The services-in-kind may include but are not limited to the following:

- Parking lands and land preparation for purpose of parking
- bus routing and provision of buses for spectator transportation
- Police services, traffic control, signage, security
- Necessary permits, restricted road access
- Qualifying site at Kings Forest Golf Course
- Fencing, highway signage
- Street banners and other signage locations owned by city

Partnership packages have been prepared and requests to potential partners being approached through the Mayor's office. Partnership packages are: one - $75,000 package, five - $25,000 packages. In addition, the City of Hamilton has sold a $40,000 Pro-Am package. The Partnership commitments are to be established within a few months.

The Co-ordinating Steering Committee comprised of staff from RCGA, Hamilton Golf and Country Club Organizing Committee members and City of Hamilton Staff and Councillors.

Framework -

HGCC	Chairman	Paul Courneya
	Director of Operations	Alec Kelly
	Director of Tournament Services	Peter Hampson
	Director of Event Services	Bill Wilson
RCGA	Tournament Chairman	Jim Clark
	Executive Director	Stephen Ross
	Tournament Operations	Bill Paul
City	Councillor Murray Ferguson	
	Rick Baker, Manager of Community Development & Strategic Planning	
	Shelley Merlo-Orzel, Manager of Community & World Events	

With the establishment of the Steering Committee, roles and responsibilties will be developed and include the following

RCGA is responsible for:

- tournament co-ordination
- administration
- players
- protocol
- media.

HGCC is responsible for:
- the host site
- golf course management
- volunteer management.

City is responsible for:
- transportation system
- parking
- emergency/ protective services
- permits

The Steering Committee will be focusing on key targets that include:
- Communication Strategy
- Operation Plan
- Event Management
- De-briefing with Angus Glen and Town of Markham from 2002 Bell Canadian Open

Economic and Community Impact of hosting the 2003 Bell Canadian Open include:
- Enhanced community pride by hosting Canada's most prestigious golf tournament
- Provide an opportunity to showcase Hamilton's geography, attractions, arts, events, restaurants, shops and accommodations
- World-wide media coverage in print, television, radio and electronic media, the value of which will be in the millions of dollars
- Renewed civic engagement through the involvement of thousands of Hamiltonians as volunteers, sponsors and hosts to the tournament
- Increase Hamilton's profile and capacity to host future, similar sport tourism-related events
- Strengthen Hamilton's tourism, sport and hospitality industries by showcasing its ability to host and service such a high-profile event
- The Open will provide Hamiltonians and visitors with an opportunity to witness first-hand, high-calibre sport competition that can spur individual sport involvement

The RCGA estimates that over 150,000 spectators would attend the event over the course of the week peaking with a gallery between 22,000 and 25,000 for the final round on Sunday. The weekday crowds are anticipated to include 22,000 spectators. Volunteers from Service Clubs and organizations in the city will be asked to assist with various components of the golf event and parking logistics.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The amount of the sponsorship $500,000 needs to be included in the 2003 budget. Part of the September 18, 2001 approval included authorization for the Mayor to solicit private corporate sponsorship to help defray the $500,000. Requests for corporate sponsorships have been initiated and it is anticipated that the City's cash commitment will be reduced.

POLICIES AFFECTING PROPOSAL:

The 2003 Bell Canadian Open will adhere to all applicable city by-laws, policies including and not limited to the Special Event Guidelines/Policy.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The following internal departments are involved:

Transportation, Operations Environment
- Transit
- Traffic

Community Services
- Parks
- Culture and Recreation

Financial and Corporate Services
- Parking enforcement

Corporate Secretariat
- Communications

Police Services
- Traffic Control
- Site Security and Personal Security

In addition, external stakeholders have been contacted to arrange suitable locations for parking the approximate 10,000 vehicles anticipated, including those of VIPs, volunteers and spectators.

Staff continues to work on determining the level of service and staffing required in hosting this event and ensuring all logistics are met.

CITY STRATEGIC COMMITMENT:

The ability to highlight Hamilton as a location for a world-class sporting event such as the Bell Canadian Open Golf tournament is invaluable. This event provides the city with a great opportunity to positively project the image of the city both nationally and internationally as a preferred destination for sporting and other events.

SECTION 8

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

8.1

CORPORATE SECRETARIAT
Communications Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Anne Louise Heron Executive Director
Date:	October 22, 2002	**Prepared by:**	T. Poldre - 905-546-2164 J. Gosgnach - 905-540-5341

SUBJECT: After-Hours Contact Policy (CSE02028) (City Wide)

RECOMMENDATION:

a) That after-hours access to staff by Council members and the media be facilitated in an emergency situation, defined as sudden and unexpected situations or occurrences of a serious nature that abnormally affect lives, property, the environment or public order;

b) That 546-CITY continue to provide an after-hours emergency message relay service between members of Council and the Corporate Management Team; and

c) That the Communications Division shall process and manage all after-hours media calls (via pager 905-777-6644 or cell phone) as they relate to emergency situations.

Anne Louise Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

Council members and staff have identified a need to find an appropriate balance between after-hours Council and media access to staff, while recognizing the need for all staff to have uninterrupted personal and family time – consistent with the City's strategic goal of being an " A City of Choice for High Performance Public Servants".

We also strive to provide members of the media with quality information in as timely a manner as possible, and to provide access to the best spokespeople to respond to particular issues.

In the event of an emergency situation, Council members and the media reasonably expect to have after-hours access to staff.

By providing after-hours access to staff on an emergency basis, defined as "sudden and unexpected situations or occurrences of a serious nature that abnormally affect lives, property, the environment or public order", and by utilizing existing mechanisms and procedures – 546-CITY for Council members and the Communications Officers as liaison with the media – an appropriate balance would be struck.

546-CITY would continue to provide an after-hours emergency message relay service between members of Council and the Corporate Management Team.

The Communications Division would continue to provide the first point of contact to all after-hours media calls (via pager 905-777-6644 or cell phone).

BACKGROUND:

At the City Council meeting held on July 10, 2002, the following comments were made under General Information:

- Local news media representatives reported to Council members that they are unable to contact City staff and some Councillors outside normal business hours;
- That 546-CITY is unable to assist the media or Councillors outside normal business hours;
- Councillors have been unable to contact City staff outside normal business hours; and
- that all members of Council should have an after-hours staff telephone directory.

The Communications Division has provided the local news media outlets with an after-hours contact number. Communications Division staff have been responding outside of normal business hours, and are positioned well to process and manage calls from the media. In every case, Communications Division staff attempt to provide access to the best spokespeople in the event of an emergency and/or provide answers to media inquiries.

Hamilton Hydro answers 546-CITY outside of regular business hours. Hydro initiates a response based upon procedures provided by each of the City departments i.e. guidelines for watermain breaks, traffic signal failures and fallen trees. Typically, Hydro will contact designated City staff to initiate action. City departments must provide up-to-date "call out" lists to Hydro.

Hydro, by answering 546-CITY outside of regular business hours, provides an after-hours answering service function for the Mayor, Councillors and Corporate Management Team. Hydro relays call-back requests – it does not disclose after-hours telephone numbers to callers.

The City does not publish an after-hours staff telephone directory.

ANALYSIS OF ALTERNATIVES:

Providing an after-hours staff contact list – could lead to an increase in calls from the media on non-urgent matters. It could be difficult to ensure the contact would be with the most well positioned staff to give a quality response on behalf of the City. If this list extends down below supervisory staff, staffing costs could increase.

Providing no access to media after hours -- may adversely impact on the City's ability to work effectively and efficiently with the media in the event of an emergency situation.

Attached, in Appendix A, is a list of comparator municipality policies. Highlights are as follows:

- None of the eleven comparison municipalities have formal policies regarding after-hours contact between media-staff and Council-staff
- 7/11 (64%) of the comparison municipalities screen after-hours media calls through a communications function
- 4/11 (36%) of the comparison municipalities permit direct media-staff contact after-hours
- 6/11 (55%) of the comparison municipalities prohibit after-hours contact between Council-staff unless there is an emergency
- 5/11 (45%) of the comparison municipalities allow direct Council-staff contact after-hours

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

No financial or legal implications.

POLICIES AFFECTING PROPOSAL:

Media Response Guidelines

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Communications Division
Customer Contact Centre
Consultation with:

Bill Fenwick, Acting General Manager, Community Services
Neil Everson, Executive Director, Economic Development
Joe Rinaldo, General Manager, Finance & Corporate Services
Catherine Graham, General Manager, Human Resources
Lee Ann Coveyduck, General Manager, Planning & Development
Joe-Anne Priel, General Manager, Social & Public Health Services
Peter Crockett, General Manager, Transportation, Operations and Environment

CITY STRATEGIC COMMITMENT:

Employer of Choice for High-Performance Public Servants
A City Where People Come First – communicate clearly and effectively with the public

APPENDIX A

SURVEY OF COMPARISON MUNICIPALITIES:

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Brampton, City of	• Designated staff has 24/7 media access through pager or cell phones • No home phone numbers	• Under extreme circumstances
Durham, Region of	• Media has Chair's cell and pagers Chair contacts CAO • Media has Directors' cell phone numbers and pagers • Director decides if a comment is required based on the nature of the request (i.e. emergency vs. comment on policy). No home phone numbers	• No • CAO contacted with discretion
Halton, Region of	• Home numbers not available to media, although some media have them • Communications' office monitors a central line to see if there are after-hour inquiries	• Councillors have staff directory, however most contact CAO directly • Can also contact staff through call centre
London, City of	• Would never provide home numbers for staff to media • Some media have existing relationships with staff and therefore have after-hours access • Generally though, staff is not available after hours • Does not go below Senior Management	• Councillors have staff cell phone numbers available through intranet • Not home numbers • Communications not available 24/7

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Mississauga, City of	• It does not formally address after-hours media calls • Generally, after-hours media calls are usually in response to an incident • Should an incident occur, appropriate staff would be on site, including any key spokespersons • Every department has its own protocol to follow in the event of an incident, and a listing of the appropriate people to contact • The key department contact is responsible for contacting a member of the Media Team in Public Affairs • The City also has a confidential directory that contains key contacts and phone numbers. However, this is for internal use only and not for public distribution • Personal phone numbers of City employees are never distributed to the media, unless specifically authorized by the employee	• See previous comments re: confidential staff directory

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Niagara, Region of	• Communications Manager monitors a phone line after hours • Only respond in "crisis" situations • After-hours spokespersons are available in extraordinary circumstances	• Councillors have access to staff directory • Not abused

City/Region	Media-Staff Contact -Hours	Council-Staff Contact After-Hours
Ottawa, City of	• Media person on call 24/7 • This person will determine the urgency of the request • Calls are filtered through Communications.	• Councillors have 24/7 access to staff • Councillors phone call centre and call centre contacts staff

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Peel, Region of	• Only in emergency situations • Media will be contacted	• Councillors have home phone numbers of Senior Staff only

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Waterloo, Region of	• Media contact the Assistant to CAO in charge of Communications • This Assistant does not contact anybody below the Commissioner level • Some media have existing relationships with staff and can call them after hours	• Councillors do not contact staff after hours

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
Windsor, City of	• Although lots of staff members have given media access after hours, generally staff respond during office hours only • Special circumstances apply in the event of a crisis • CAO available during office hours • Media have access to Mayor/Councillors home office numbers	• Councillors do not contact staff after hours

City/Region	Media-Staff Contact After-Hours	Council-Staff Contact After-Hours
York, Region of	• Media inquiries go to senior media relations specialist who monitors the Communications Department's main phone line once in the evening and a couple of times during weekends • Staff home phone numbers are not available to media • Media must leave message on main phone line	• Councillor contact with staff is through the Executive Assistant in the Chair's office

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

8.2

CORPORATE SECRETARIAT
Communications

Report to: Mayor and Members
Committee of the Whole

Submitted by: Anne Louise Heron
Executive Director

Date: October 22, 2002

Prepared by: Thomas Poldre
905-546-2164

SUBJECT: Municipal Advertising (CSE02027) (City Wide)

RECOMMENDATION:

a) That the Executive Director of the Corporate Secretariat be authorized to enter into an agreement, in a form satisfactory to Legal Services, with Brabant Newspapers for the production and distribution of a weekly "At Your Service" municipal advertising flyer for a period of two years from January 1, 2003, to December 31, 2004, with a negotiable third optional year, to provide:

- i) 160,000 copies weekly of a four-page, black type on blue newsprint paper, short-tab size flyer at $10,344 per week plus GST;
- ii) Weekly insertion and distribution of the City's flyer in all Brabant Newspapers editions – Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review;
- iii) Courier delivery of the City's flyer each week to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities;
- iv) Free copies each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries;
- v) Weekly flyer posting on the City's web site;
- vi) Free teaser ads each week in every Brabant Newspapers edition.

b) That the Mayor and the Clerk be authorized and directed to execute the agreement as referred to above in subsection a), in a form satisfactory to the City Solicitor.

A L Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

The Communications' Division staff recommends the replacement of the weekly Hamilton Spectator "At Your Service" newspaper advertising format with a weekly four-page municipal advertising flyer.

The flyer will be inserted in all Brabant community newspapers -- Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review. The flyer will be delivered by courier to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities. Free copies will be available each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries. The flyer will also be posted on the City's web site.

The switch from the newspaper to the flyer strategy will save the City $150,000 annually while maintaining a distribution quantity equal to the Spectator's newspaper proposal.

BACKGROUND:

Since 1999, the City of Hamilton has dedicated one full page for "At Your Service" municipal advertising in the local news section of The Hamilton Spectator. The page is guaranteed each Friday, and it is located at the last inside page of this section. The ads in this section also repeat in the Hamilton Spectator Free Press, which is delivered to non-subscribers on Saturdays, providing extended market coverage. Advertising space in the Free Press is purchased at an additional weekly cost.

The "At Your Service" page is also posted weekly on The Hamilton Spectator web site, which has its own icon for a direct link to the City's web site.

This municipal advertising page is one component of a multi-media approach to communicating with residents and stakeholders. Other media include broadcast (Hamilton Upfront on CHML AM 900; the monthly Mayor's broadcast on Cable 14) and the City web site.

Last year, the City paid the Hamilton Spectator $727,499 (including GST) for municipal advertising in the "At Your Service" pages. This year, we estimate the same level of expenditure.

City Council has directed staff to reduce annual expenditures on municipal advertising by $150,000. The Communications Division has explored cost-saving opportunities in the area of municipal advertising by issuing two separate Request for Proposal documents:
RFP# C4-01-02 ~ Provision of Newspaper Advertising Space
RFP# C4-03-02 ~ Provision of Direct Distribution Advertising

The first RFP addressed conventional newspaper advertising requirements while the second one explored direct distribution flyer options.

The Hamilton Spectator and Brabant Newspapers replied to RFP# C4-01-02 ~ Provision of Newspaper Advertising Space. Brabant was disqualified because it does not have a publication that serves the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities.

The Hamilton Spectator, Brabant Newspapers, Direct Access Marketing and Valpak of Hamilton replied to RFP# C4-03-02 ~ Provision of Direct Distribution Advertising. Direct Access was disqualified because its proposal – to purchase space in a local retailer's flyer - was deemed inappropriate for municipal advertising. Valpak was disqualified because it could not provide a weekly or bi-weekly venue. Valpak produces a monthly coupon flyer envelope delivered to households from January to November.

ANALYSIS OF ALTERNATIVES:

The qualified proposals are summarized on the following table as to distribution quantity and cost. A synopsis is provided for each proposal after the table. A detailed distribution analysis is provided in the appendix that follows this report.

Qualified Respondent	Quantity	Cost*
The Hamilton Spectator – Newspaper Advertising	159,415	Status quo pricing = $727,000 yr.
Hamilton Spectator Ad Bag Advertising Flyer	208,737	$12,563/wk = $699,005 yr.
Brabant Direct Distribution Advertising Flyer	160,000	$10,344/wk = $575,540 yr.

Note: Annual totals include GST

The Hamilton Spectator – Newspaper Advertising

The Hamilton Spectator offered to hold the line on pricing for ads purchased in its newspaper and in the companion Hamilton Spectator Free Press for non-subscribers. It also offered to provide free teaser advertisements four times each week in the newspaper and once a week in the Spectator TV publication. The free teaser ads are estimated to be worth $153,000. The newspaper pointed out that it discounts the line rate significantly for the municipality. The line rate discount along with the free "At Your Service" posting on the Spectator web site has an estimated value of $450,000 to the City. It should be noted that the newspaper would waive its usual requirement for the City to fill the "At Your Service" page (For reference: to date we've averaged 1 1/3 pages of paid content each week).

This proposal is not recommended because the City will realize no savings.

Hamilton Spectator Ad Bag – Advertising Flyer

The Hamilton Spectator Ad Bag proposal offers a weekly four-page, black & white tabloid size flyer that will be bundled with retail advertising in a clear plastic bag. The proposal offers a free teaser ad each week in the Friday edition of the Hamilton Spectator and the Saturday-delivered Hamilton Spectator Free Press. A free teaser will also appear on the Spectator web site. The teasers have a value of $71,000 per annum.

This proposal is not recommended due to staff's lack of confidence in the bundled delivery format - the City's flyer may become lost in the mix of flyer inserts. In addition, the City will realize only modest savings.

Brabant Direct Distribution – Advertising Flyer

The Brabant Direct Distribution proposal offers a weekly four-page, black type on blue newsprint paper, short-tab size flyer. The flyer will be inserted and distributed in all Brabant Newspapers editions – Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review. The distribution by community is outlined in Appendix "A". Couriers will deliver the flyer to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities. Free copies will also be available each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries. Brabant will post the flyer on the City's web site each week. Free teaser ads will appear each week in every Brabant Newspapers edition – an estimated value of $17,222 annually.

This proposal is recommended because the City will achieve its cost-savings target while distributing a quantity equivalent to the Hamilton Spectator – Newspaper Advertising proposal.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial: The Brabant Direct Distribution proposal would save the City $150,000 per annum. Please note that each municipal department is responsible for all costs associated with placing its advertising – a central advertising fund does not exist.

Staffing: The Communications' Division staff would continue to act as the City's advertising placement co-ordinator.

Legal: A two-year agreement, with an optional third year, could be executed in a form which meets statutory requirements and is satisfactory to the City Solicitor.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The Communications' Division staff have consulted with key advertisers throughout the organization including: Purchasing, Design & Construction, Waste Management, Fire, Planning, Water/Wastewater, Finance, Social & Public Health Services, Culture & Recreation staff members.

CITY STRATEGIC COMMITMENT:

Efficient and cost-effective municipal advertising supports the following strategic plan goals of the City:

A Great City in Which to Live
A Healthy, Safe and Green City
A City Where People Come First

APPENDIX "A"

Distribution Analysis by Community

Community	**Hamilton Spectator(1)**	**Spectator Ad Bag**	**Brabant Direct(2)**
Ancaster	6,482	9,562	10,904
Dundas	8,537	11,969	10,808
Flamborough	2,887	10,710	12,084
Glanbrook	2,620	4,470	3,235
Hamilton	116,321	144,111	98,778
Stoney Creek	22,568	27,915	24,191
TOTAL	159,415	208,737	160,000

1. Comprised of Friday paid circulation plus the Hamilton Spectator Free Press distribution on Saturday to select non-subscriber households
    - Free Press is not distributed in the Flamborough and Glanbrook communities
    - According to the September 2002 edition of the Canadian Advertising Rates and Data publication, the Hamilton Spectator newspaper average weekday circulation is listed as 107,870. The circulation is comprised of carrier delivery plus dealer and box distribution.

2. Comprised of audited circulation of free community newspapers plus courier deliveries, apartment lobby bulk deliveries, Canada Post deliveries and bulk quantities available at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries

3. Audited sources (e.g., Canadian Advertising Rates and Data) are based solely on circulation numbers.

AFFECTS WARDS 2 & 3

12.1

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Downtown Renewal Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 1205-1	**Prepared by:**	Peter Minkiewicz (905) 546-2632

SUBJECT: **Conclusion of the Open For Business Policy (PD02133(a)) (Wards 2 & 3)**

RECOMMENDATION:

(a) That the "Open for Business Policy" be concluded by the end of 2002.

(b) That the Development Charge exemptions as contained within the Hamilton Development Charges By-law No. 99-118 relative to the Downtown, be promoted and communicated to the development industry within the Downtown.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The purpose of this report is to recommend that the Open For Business Policy be concluded at the end of this year

BACKGROUND:

In 1996, Council approved the creation of the "Open For Business" policy and program for Downtown Hamilton. The original area affected by the policy was bounded by Queen Street, Hunter Street, Victoria Avenue, and Cannon Street. In 1999, the boundaries were expanded to include the entire Central Area extending from the escarpment to the Hamilton Harbour. Within the extended area, the policy applies only to residential development. The current policy terminated August 31, 2002. In September, Council extended the program to December 31, 2002.

Refund Information:

The following is a summary of the refunds that have been issued since the Open For Business Policy was adopted and implemented.

Year	Total Refunds
1996 *(Sept. to Dec.)*	$17,032
1997	$81,878
1998	$129, 439
1999	$60,651
2000	$111,421
2001	$108,239
2002 *(to date as of June)*	$408,899
TOTAL:	**$917,559**

Since extension of the policy in 1999, a total of 138 refunds have been issued under the terms of the program. The policy years 1999 and 2000 accounted for 108 refunds with the final two (2) years of the policy resulting in thirty (30) refunds to date. These refunds represented an average refund of approximately $1,600, with the exception of the Federal Office Building which had a refund of $376,000.

An analysis of projected development activity indicates that towards the latter part of 2003, large scale convert to residential projects, currently within the Hamilton Downtown Residential Loan Program, together with other anticipated development projects, will have a significant financial effect upon the program, if it were to be continued. From a budget standpoint, the rebate may be as high as $375,000 to $400,000 and no money has been budgeted past December 2002. It should be noted that this estimate is derived without the benefit of reviewing actual building permit information and assumes that the timing of these developments from a building permit submission point of view, would coincide with the terms of the program should they be extended to the end of 2003. Experience to date has also demonstrated that many applicants simply do not apply for rebates under the program, and accordingly, this would serve to lower the estimate for 2003.

When the Open For Business Policy was established it was the main Downtown program available to assist in easing the costs of development. However, with the development of additional financial programs and the refinement of existing programs relative to market driven need and user feedback has resulted in considerable development interest within the downtown. The Downtown Renewal Division has continued to refine programs within the downtown. In addition, a convert to rent program and a heritage restoration program are being developed to augment the array of financial programs that the City of Hamilton will be capable of delivering. The development of new programs and the refinement of existing programs represents a commitment by staff and City Council to continue to provide assistance within the Downtown. These initiatives serve well to meet these needs on the foundation built by the Open For Business Program.

The Downtown Renewal Division has made refinements to the financial incentive programs offered by the City within the Downtown. The Municipal Realty Tax Incentive Grant Program or "Enterprise Zone" has recently been amended to permit limited assignment of Council approved grants under the terms of the program to be passed onto the purchasers of new condominium units jointly recognized under the Downtown Hamilton Residential Loan Program. The Province is currently reviewing this proposed amendment to the program. In addition, the Enterprise Zone Program has been expanded to the full limits of the Downtown. The impact of these amendments is significant for the development industry as it provides a considerable incentive and serves as an impressive marketing tool to support the sales of the residential condominium units. Such incentives are major financial benefits for the development industry and impact potential purchasers of condominium units as well.

The Hamilton Downtown Residential Loan Program has also been refined with major benefits accruing to the development industry. Specifically, the repayment period for loans has been cut in half from 10 to 5 years with the overall impact of having the money repaid faster and available for re-circulation within Council approved development projects. An additional 5 million dollars has been injected into the program, with consideration of 5 million more as part of the 2003 Budget deliberations, which will be administered on a request for proposal basis. All applications will be reviewed against a scoring scale to assist in the evaluation of proposals relative to the objectives of the program. Staff is optimistic, having had significant feedback directly from the development industry, that these changes will be both appropriate and beneficial with respect to the intent of the program and the downtown.

The new programs now available in the Downtown are providing a greater stimulus and greater financial incentive than the Open For Business Program. It is therefore being recommended that this program be retired and allow for the other programs to deliver results. It should be noted, however, that although it is recommended that the Open For Business Program not continue, the Development Charge exemption established by By-law No. 99-118 would continue. For illustrative purposes, the residential conversion at 135 James Street South, under the Development Charges By-law was exempted for over $500,000 in residential development charges, while the Federal Building on Bay Street qualified for $1.68 million dollars in exemptions. The impact of the development charges exemption under the existing by-law is significant and greatly influences the decisions made by the development industry within the downtown.

Clearly, the establishment of the Open for Business Policy has been instrumental in permitting the City to communicate that the Downtown is a good location for future residential and commercial development. In addition the administration of the program has further demonstrated that the development industry has responded to that message. The concluding of the program is viewed as the successful culmination of an initial phase in the campaign to revitalize the downtown. The continual refinement of existing financial incentive programs and the introduction of new targeted programs will serve to communicate to the community and the development industry that the City of Hamilton remains "Open For Business".

ANALYSIS OF ALTERNATIVES:

A description and analysis of the recommended termination of the Open For Business Policy is provided within this report.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financing – Termination of the program would serve to eliminate the need to budget for the implementation of the Policy.

Staffing – There are no direct staffing implications associated with the termination of the Open for Business Policy.

Legal – There are no legal implications associated with termination of the Open for Business Policy.

POLICIES AFFECTING PROPOSAL:

N/A.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The comments of the Legal Services Division, Community Services Department and Finance and Corporate Services Department have been incorporated within a previous report dated August 30, 2002 (PD02133) which detailed specific issues relative to the extension of the program to the end of December 31, 2002. The termination of the Policy does not require further input from each of these Departments.

CITY STRATEGIC COMMITMENT:

The Open for Business Policy has contributed to the efficient and economical use of existing infrastructure and services.

PEM:jcs

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A34
2002

URBAN
MUNICIPAL

HAMILTON PUBLIC LIBRARY

NOV 11 2002

BUS/SCI/TECH

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-039

BUDGET

Wednesday, November 13, 2002

1:00 p.m. to 4:00 p.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca (click on "City Government")

1. DECLARATIONS OF INTEREST

2. PRESENTATIONS

2.1 CIBC World View Markets

2.2 2002 Economic Overview (FCS02127)

3. BUDGET REPORTS

3.1 Municipal Tax Competitiveness Study - 2001 (FCS02061(a))

3.2 2003 Reassessment & Tax Policy Update (FCS02123)

3.3 2003 Tax & Rate Supported Budget Outlook (FCS02124) - to be distributed

3.4 City of Hamilton 2003-2012 Capital Budget Outlook - to be distributed

4. ADJOURNMENT

SECTION 2

CITY WIDE
IMPLICATIONS

CITY OF HAMILTON

2.2

FINANCE AND CORPORATE SERVICES
Capital Budgets and Fiscal Policy

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	October 30, 2002	**Prepared by:**	Tony Del Monaco 905-546-2790

SUBJECT: 2002 Economic Overview (FCS02127) (City Wide)

RECOMMENDATION:

That report FCS02127, 2002 Economic Overview, be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

Attached as Appendix A to report FCS02127 is a 2002 economic overview for the City of Hamilton. Appendix A to report FCS02127 reviews activity in 2002 and shows trends and short-term forecasts for key performance indicators. A nation-wide and provincial perspective is outlined first, followed by local data as it relates to the City of Hamilton.

BACKGROUND:

A recent Conference Board of Canada report indicated that Hamilton's economy had grown marginally in 2001 with a 0.6% growth in gross domestic product. Gross domestic product (GDP) is the value of goods and services produced in an economy. Considering the tough economic conditions felt not only nation-wide but also globally in 2001, compounded by the telecommunications sector meltdown and the terrorist attacks in the United States, Hamilton's 0.6% GDP growth ranked in the middle of the pack of 25 major Canadian cities (see Table 1).

In 2002, accounting and corporate governance scandals shook North America and the Conference Board's report reflected the implications for the Hamilton economy. GDP is expected to shrink by 0.8% in 2002, predicated on the local steel industry's dependence on the American economy which has been suffering more so than the Canadian economy. That 0.8% drop ranks Hamilton last among the 25 cities reported by the

Conference Board. Local unemployment rates, which have been below the provincial and national averages over the past decade, increased markedly to match province-wide levels.

TABLE 1

Real GDP (%) 2001		**Real GDP (%) 2002**		**Real GDP (%) 2003-2006**	
Quebec City	4.9	Saint John	4.3	Calgary	3.8
Oshawa	4.4	Toronto	4.2	Kitchener	3.6
St. John's	4.2	Quebec City	4.1	Toronto	3.5
Calgary	3.7	Windsor	4	Edmonton	3.4
Edmonton	3.6	Montreal	3.9	Windsor	3.3
Winnipeg	2.7	Edmonton	3.4	Ottawa-Gatineau	3.3
Toronto	2.6	Winnipeg	3.3	Oshawa	3.3
Regina	2.5	Calgary	3.2	**HAMILTON**	**3.2**
Halifax	0.8	Halifax	3	Vancouver	3
HAMILTON	**0.6**	Regina	2.9	Montreal	2.9
Montreal	0.5	St. John's	2.8	Winnipeg	2.7
Ottawa-Gatineau	0.5	Vancouver	2.6	Chicoutimi-Jonquiere	2.6
Vancouver	0.5	Oshawa	2.6	Regina	2.6
Chicoutimi-Jonquiere	-0.2	Victoria	2	Quebec City	2.5
Kitchener	-0.3	Chicoutimi-Jonquiere	2	Halifax	2.5
Victoria	-0.7	Kitchener	0.8	Saint John	2.4
Saint John	-6.5	Ottawa-Gatineau	-0.5	St. John's	2.4
Windsor	-6.5	**HAMILTON**	**-0.8**	Victoria	2

Source: The Conference Board of Canada

The study also indicated that the worst might be behind us. Although Hamilton's economy is the slowest growing in the country this year, the City is poised for a rebound in 2003.

For 2003, an astounding 4.7% growth in GDP is forecasted by the Conference Board along with a 3.1% increase in job growth. Hamilton's local economy will be buoyed by a recovering American economy, along with consensus forecasts that Canada will outpace all G-7 nations in growth next year with the province of Ontario leading the way.

An economic overview for the City of Hamilton is presented in Appendix A to FCS02127. A national and provincial perspective is summarized first, followed by a local analysis.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Planning and Development Department
Social Public and Health Services
Statistics Canada
Government of Ontario
The Conference Board of Canada

CITY STRATEGIC COMMITMENT:

- Growing our Local Economy
- Attracting and Retaining Business
- A Great City to Live in
- Vision 2020 – A Sustainable City
- Benchmarks and Performance Measurement

APPENDIX A

CITY OF HAMILTON

2002

ECONOMIC

OVERVIEW

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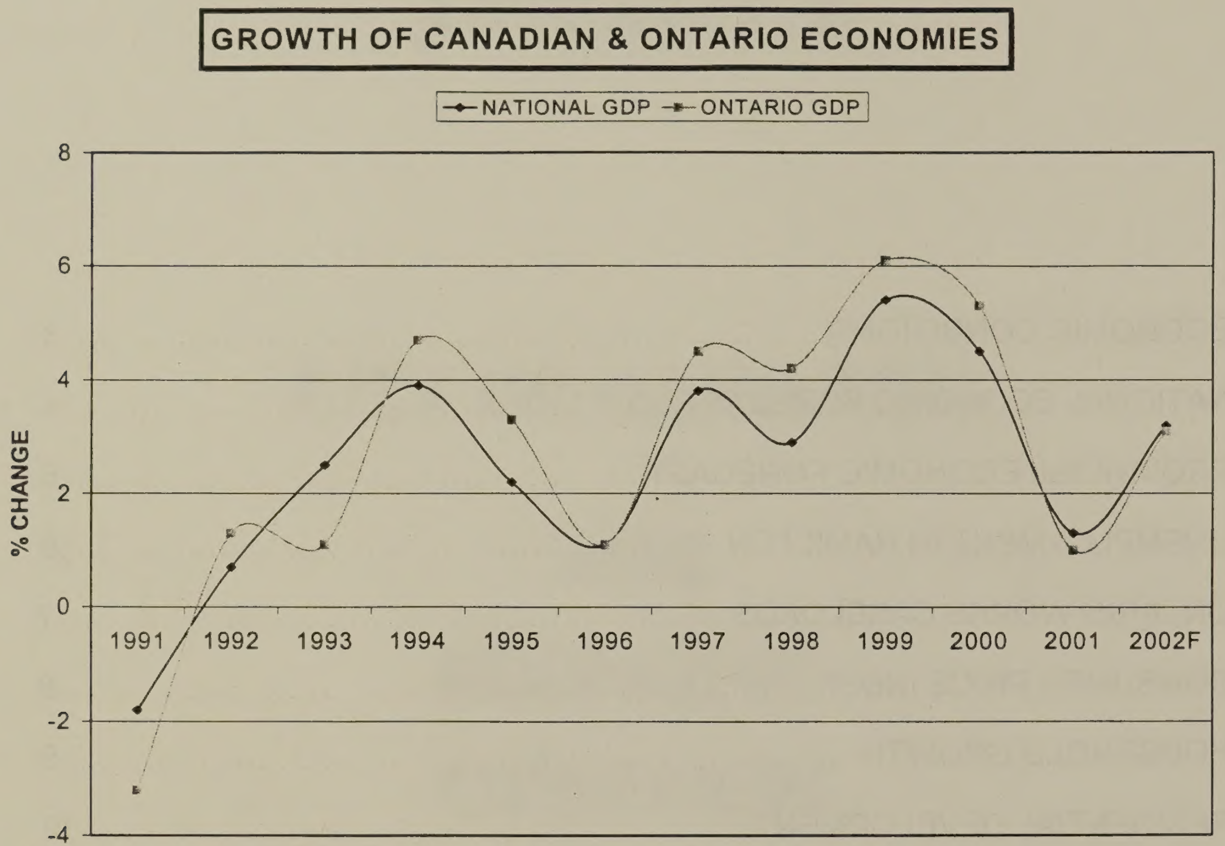
Economic Conditions



Source: Statistics Canada
Projections from 2002 Ontario Budget

- National Real GDP growth has decreased from 4.5% in 2000 to 1.5% in 2001 as a result of extraordinary uncertainty and turmoil on a global level.
- Ontario's Real Gross Domestic Product (GDP) growth has decreased from 5.3% in 2000 to 1.0% in 2001, marking the first time in 5 years that Ontario's real GDP growth was lower than Canada's as a whole. This was due to the economic downturn in the U.S. economy and the subsequent fall in the demand for Ontario products.
- Despite downside risks and uncertainties originating mostly from outside Canada, the economy is expected to strengthen, bolstered by higher than originally expected domestic demand.
- Based on a June 2002 Ontario Ministry of Finance survey, 3.2% Real GDP growth is expected by the 2002 year end. The 2002 Ontario Budget predicts an average growth in Real GDP of 3.1% for 2002.

National Economic Forecast

- Consistent with the expected resurgence in the economy, the National GDP is expected to recover after a drop in growth in 2001. Private sector forecasters expect Canada's Real GDP growth to outpace that of any other G-7 nation.

- The Canadian inflation rate is forecasted to drop in 2002, but climb back to 2001 levels by 2003.

- The resurgence is not expected to have an impact on national unemployment levels, which have been dropping over the last 10 years. Unemployment rates are forecast to increase temporarily and return to 2001 levels by 2003.

- The Canadian dollar began to weaken in late 1997 and 1998, reflecting downward pressures due to an international movement to U.S. funds, the deterioration of the current account (which reflects strong investment), and lower commodity prices in Asia. However, a return to sound public finances, a solid competitive position and low inflation lead forecasters to expect the dollar to appreciate.

- In 2002, the economy's strong first half pace has been followed by a more sustainable second half. Of concern is a decline in consumer spending and investor confidence. Traditionally, consumers account for about 60% of economic activity, however consumers are at historically high debt levels, which could cause a decline in spending. Investor confidence has also been shaken as a result of accounting and corporate governance issues.

CANADIAN ECONOMIC FORECAST

	2001	2002F				2003F			
GENERAL ECONOMY		CIBC World Markets	RBC Financial	Scotia Capital	Avg	CIBC World Markets	RBC Financial	Scotia Capital	Avg
GDP % Change	1.5%	2.8%	3.7%	3.4%	3.3%	3.2%	4.1%	3.0%	3.4%
CPI % Change	2.5%	1.5%	1.4%	2.0%	1.6%	2.3%	2.3%	2.7%	2.4%
Unemployment Rate	7.2%	7.6%	7.6%	7.6%	7.6%	7.3%	7.2%	7.4%	7.3%
Housing Starts (000's)	163	172	187	194	184	164	170	180	171
Current Account ($C bn)	30	21.7	24.2	22	22.6	27.4	34.8	32	31.4
INTEREST RATE FORECAST (ANNUAL AVERAGES)		CIBC World Markets	Royal Bank	Scotia Capital	Avg	CIBC World Markets	Royal Bank	Scotia Capital	Avg
90 Day T-Bill	2.0%	2.7%	4.3%	2.6%	3.2%	2.7%	5.3%	3.0%	3.6%
10-Yr Cdn Gov't Bond	5.5%	4.8%	6.0%	5.2%	5.3%	4.7%	5.8%	5.1%	5.2%
Bank Prime Rate	5.7%	4.4%	n/a	4.3%	4.3%	5.0%	n/a	4.9%	4.9%
Exchange Rate (C$ in US$)	0.628	0.641	0.69	0.643	0.658	0.676	0.714	0.656	0.682

source: compiled by City of Hamilton Finance and Corp Services Dept.

Provincial Economic Forecast

- In the wake of the terrorist attacks on the United States, at a time when economic expansion was already fragile, confidence plunged and forecasts for growth were scaled back sharply. These forecasts turned out to be too pessimistic as the Ontario economy is once again growing strongly. Real GDP is projected to grow by 3.1% in 2002 and a further 4.2% in 2003. Growth in Ontario is expected to outpace that of Canada and other major industrial G-7 nations during the next two years.

- In 2001, the Ontario Consumer Price Index (CPI) was 3.1% and is expected to be 1.8% in 2002 and 2.0% in 2003, in the Bank of Canada's target range of 1 to 3 per cent. It is expected that inflation will remain low, in turn keeping interest rates low. This will help bolster business/consumer confidence and contribute to a healthy economic environment.

- Ontario's unemployment rate is projected to rise slightly from 6.3% to a range of 6.5 and 6.8 per cent in 2002. Unemployment is expected to return to 2001 levels in 2003 backed by stronger consumer and business demand, a competitive tax environment, low interest rates, and a high level of competitiveness in Ontario's business climate which is expected to lead to high levels of private sector job creation.

- Ontario's strong housing market is in the midst of a boom, due to low interest rates and rising household incomes. Housing starts are expected to rise to 80,000 by the end of 2002 dipping slightly to 76,000 in 2003.

ONTARIO ECONOMIC FORECAST

	1999	2000	2001	2002F	2003F
Real GDP Growth (% change)	6.1	5.3	1.0	3.1	4.2
CPI (Inflation, % change)	1.9	2.9	3.1	1.8	2.0
Unemployment (Annual %)	7.2	5.7	6.3	6.5-6.8	6.0-6.5
Housing Starts (000's)	67.2	71.5	73.3	80.0	76.0
Corporate Profits (% change)	20.3	5.8	-12.8	0.0	14.7
Personal Income (nominal, % change)	4.6	6.4	3.6	3.2	5.4

source: Ontario 2002 Budget

Unemployment in Hamilton

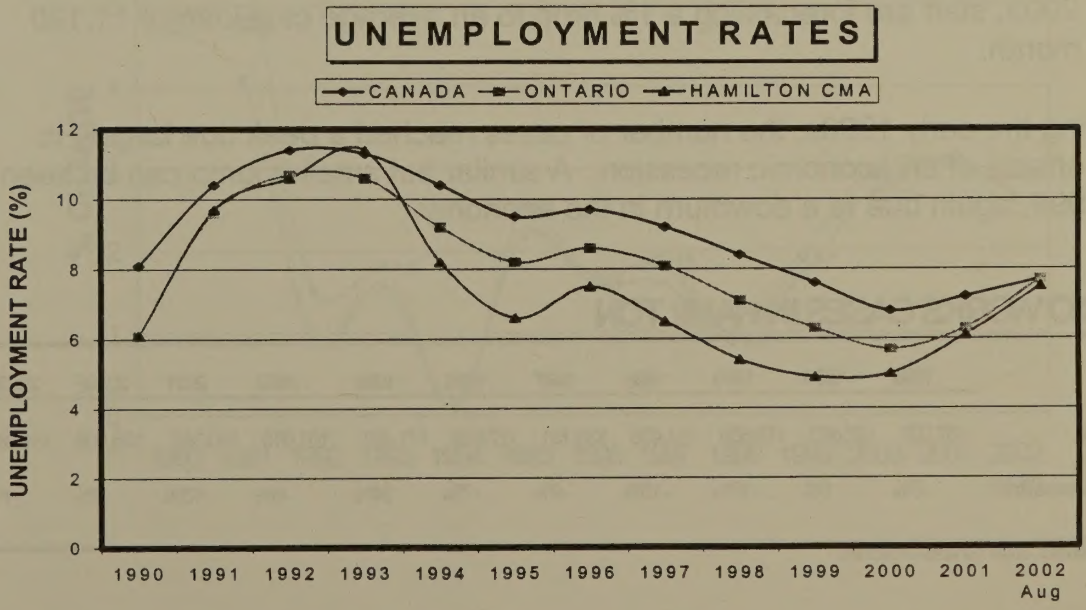
- The following graph illustrates the trend in unemployment in selected areas over the past 10 years and exhibits a general downward trend throughout the country. Statistics Canada does not produce regular unemployment statistics for detailed areas other than by census metropolitan area (CMA). Available information describes aggregated data for Hamilton, Burlington, and Grimsby.

- Hamilton however, has seen its unemployment rate rise by 2.6% from 1999. Factories were the fastest to shed jobs in 2001, and they and other cyclical employers will be slow off the mark to rehire in light of last year's earnings damage. But jobs are already rebounding around the country at temporary help agencies, usually a precursor to adding permanent positions. Unfortunately Hamilton is not feeling the effects yet.

- The unemployment rate for the Hamilton CMA averaged 6.1% in 2001, slightly lower than the Ontario average of 6.3%. As of August 2002, the national, provincial, and Hamilton CMA unemployment rates have risen to 7.7%, 7.7%, and 7.5% respectively.

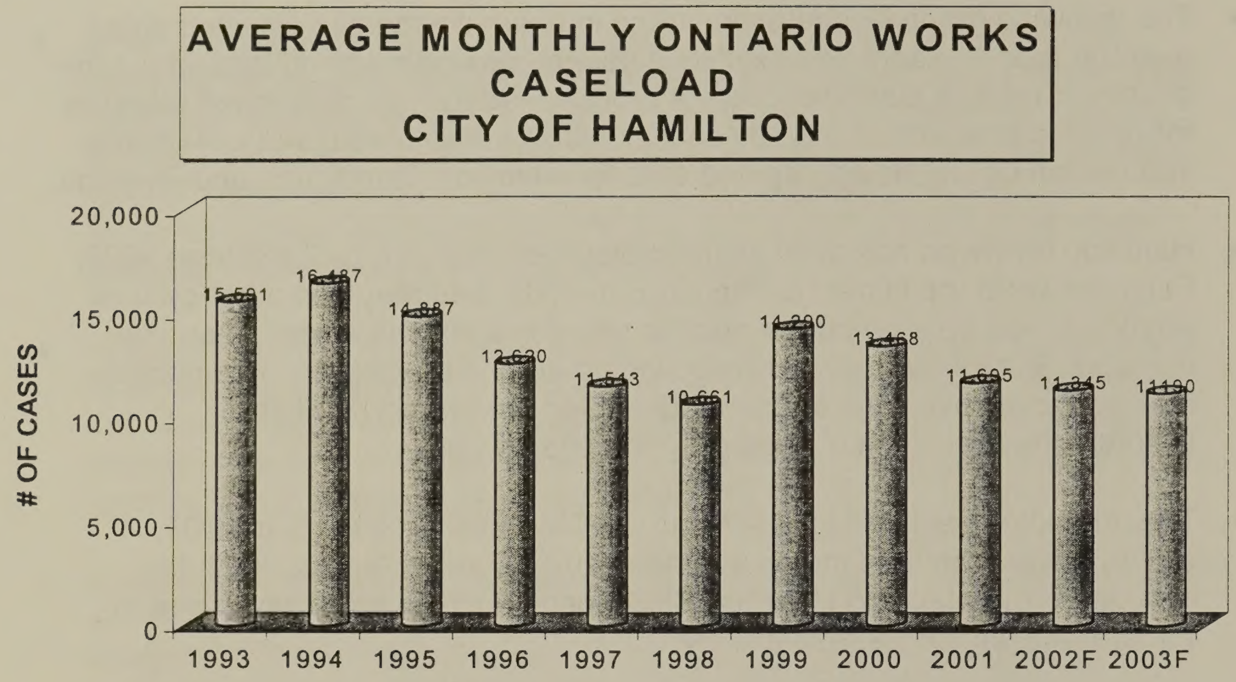
- Consensus forecasts peg the national unemployment rate to remain above 7% in the short term. The International Monetary Fund foresees Canada's unemployment rate will fall to 6.7% next year. The 2002 Ontario Budget has a more optimistic outlook, forecasting 6.5% unemployment in 2003.

- The unemployment rate is a "lagging" indicator. Even though growth in the economy is positive, the unemployment rate is the last to reflect this trend.



Source: Statistics Canada

Ontario Works Caseloads



Source: City of Hamilton Social and Public Health Services

- Ontario Works cases continued to drop in 2001 with an average level of 11,695 cases per month reflecting reduced welfare rates and increased employment. As of August 2002, cases have further reduced to an average of 11,345 per month.

- For 2003, staff are forecasting a 1% drop to an average caseload of 11,190 per month.

- During the early 1990s, the number of cases reached a peak due largely to the effects of an economic recession. A similar but smaller jump can be seen in 1999, again due to a downturn in the economy.

ONTARIO WORKS CASES IN HAMILTON

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002F	2003F
Annual Totals	187,097	197,843	178,638	151,436	138,151	127,929	171,481	161,615	140,340	135,806	134,280
Increase (Decrease)/Yr	-5%	6%	-10%	-15%	-9%	-7%	34%	-6%	-13%	-3%	-1%

source: City of Hamilton Social Services Department

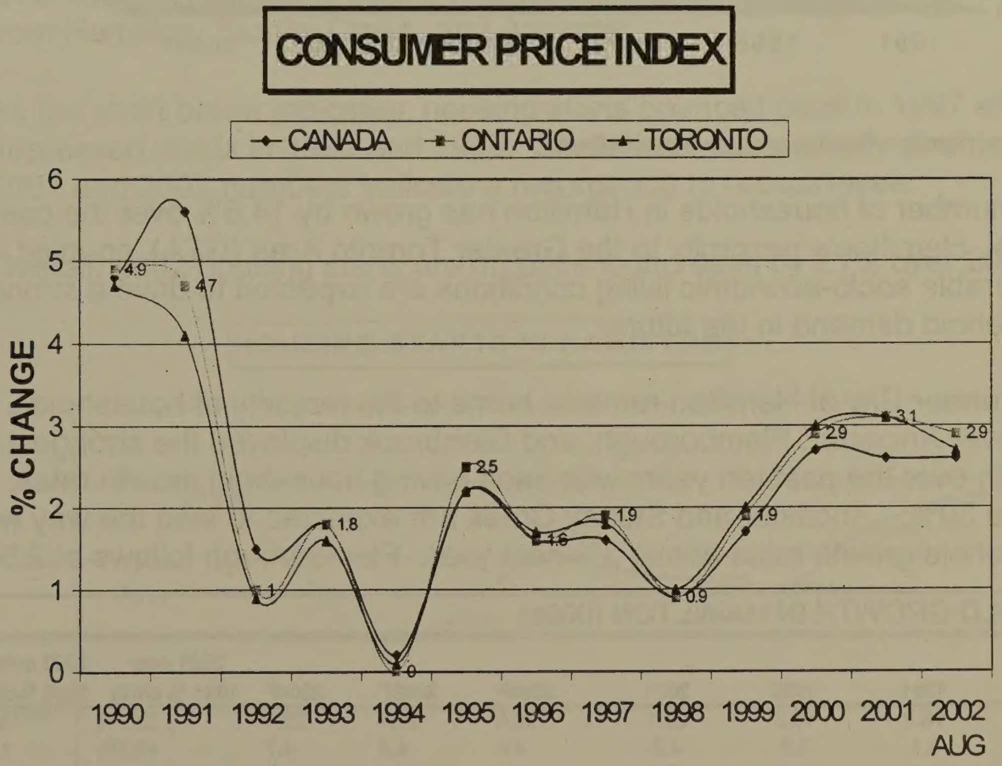
Consumer Price Index

- The Consumer Price Index (CPI) rose by 3.1% in 2001, increasing at an accelerated pace for the third consecutive year.

- The Bank of Canada target range is 1-3% inflation. Over the last couple of years, the annual CPI increases have moved from the low/mid range to the high-end of the range.

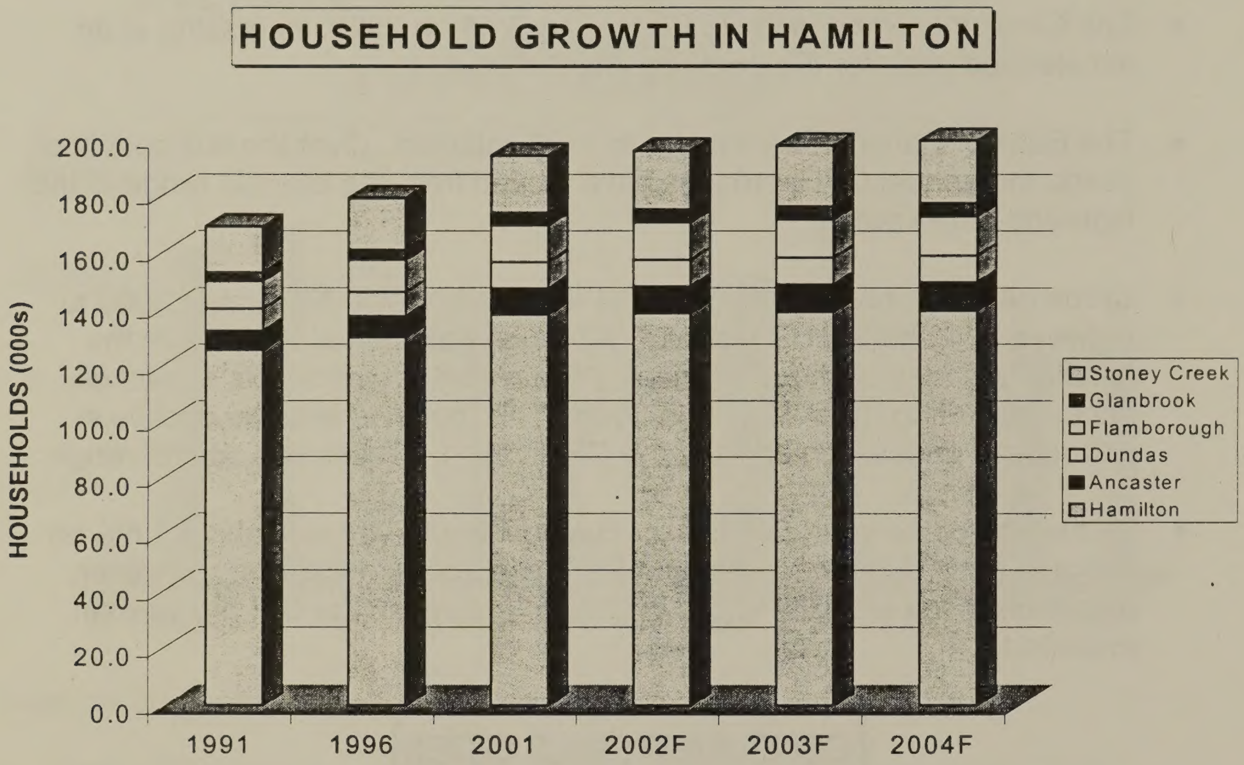
- Crude oil prices have fallen from $34.40US a barrel in November 2000 to between $24 and $26US recently. Although heightened tensions in the Middle East may push up oil prices, private-sector forecasters expect oil prices to stabilize near $25US in 2003. This, coupled with the decline in natural gas prices, should keep the CPI in the 1-3% inflation control range.

- By the end of the year, CPI is expected to increase by only about 1.5% on average but a larger gain of about 2.5% is expected next year. However, recent hikes in electricity prices in Ontario may push the CPI higher than expected.



Source: Statistics Canada

Household Growth



Source: City of Hamilton Planning and Development Dept.

- The number of households in Hamilton has grown by 14.8% over the past 10 years. Hamilton's proximity to the Greater Toronto Area (GTA), coupled with favourable socio-economic living conditions are expected to drive a strong household demand in the future.

- The former City of Hamilton remains home to the majority of households, however Ancaster, Flamborough, and Glanbrook displayed the strongest growth over the past ten years with each having household growth rates above 30%. Ancaster and Stoney Creek are expected to lead the way with household growth rates above 3% next year. Flamborough follows at 2.5%.

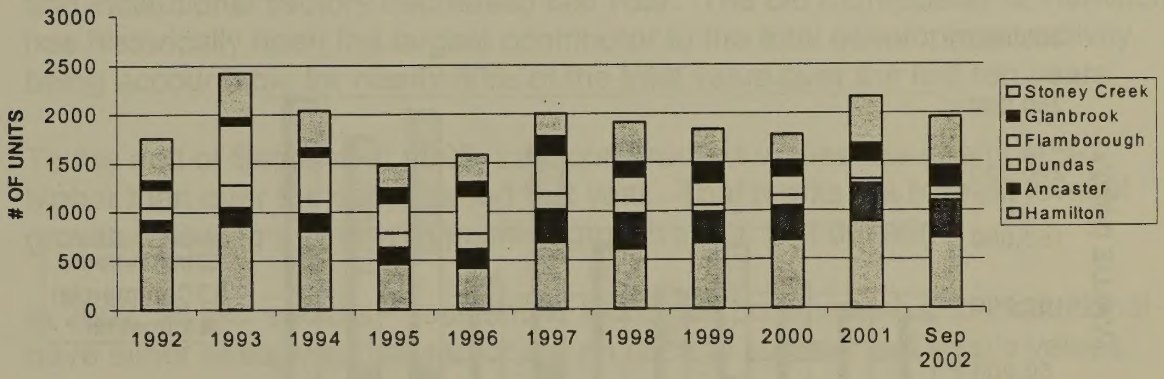
HOUSEHOLD GROWTH IN HAMILTON (000s)

	1991	1996	2001	2002F	2003F	2004F	2001 over 1991 % chng	2003 over 2002 %chng
Stoney Creek	16.2	18.2	20.1	20.8	21.4	22.1	23.7%	3.2%
Glanbrook	3.1	3.5	4.5	4.6	4.6	4.7	45.8%	1.6%
Flamborough	9.6	11.3	12.9	13.2	13.5	13.8	34.1%	2.3%
Dundas	7.8	8.5	9.3	9.3	9.3	9.3	19.9%	0.1%
Ancaster	6.9	7.6	9.2	9.5	9.8	10.2	34.3%	3.2%
Hamilton	125.5	130.0	138.1	138.5	139.0	139.5	10.0%	0.3%
Totals	**169.1**	**179.1**	**194.2**	**195.9**	**197.7**	**199.6**	**14.8%**	**0.9%**

source: Planning & Development Department

Residential Development

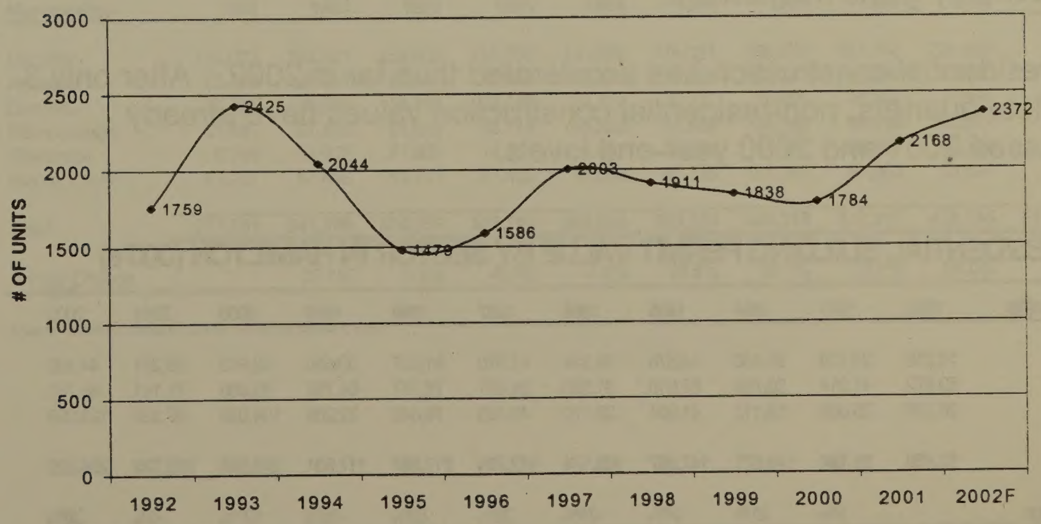
NUMBER OF HOUSING STARTS HAMILTON



Source: Statistics Canada/ City of Hamilton Building Dept.

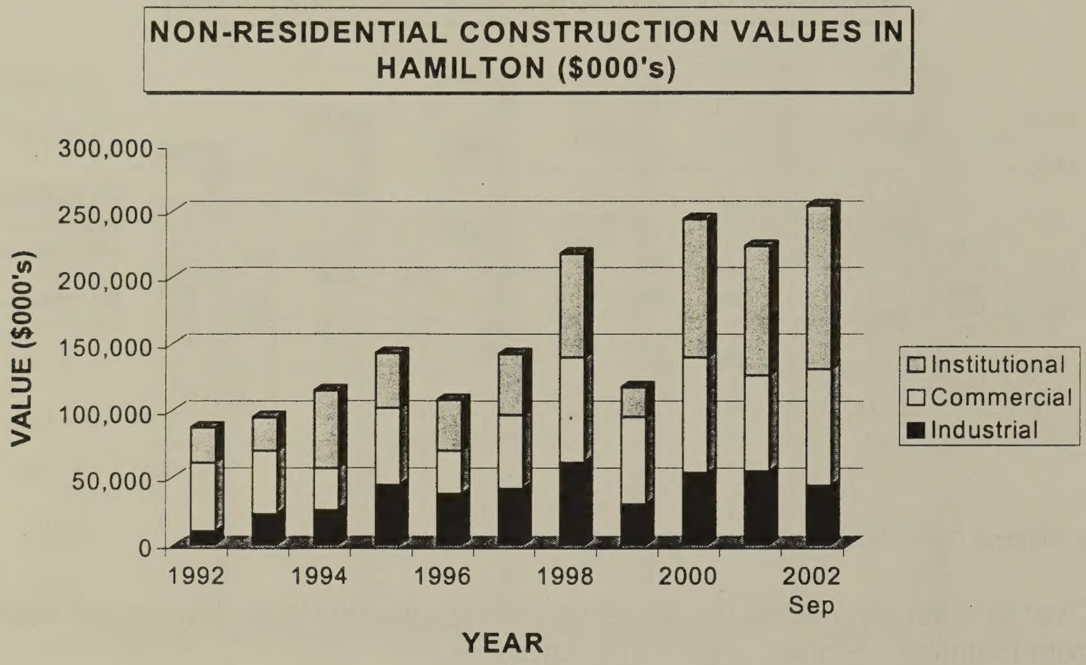
- Over the last few years, the largest percentage of housing starts have been from Hamilton, Stoney Creek, and Ancaster.
- As the chart below indicates, housing starts bounced back in 1997 after depressed levels in 1995 and 1996. Since then, starts slowly declined, but 2001 and 2002 numbers indicate a resurgence to record levels.
- Overall, 2002 housing starts are on pace to increase by 21% over 2001.

HOUSING STARTS IN HAMILTON



Source: Statistics Canada/ City of Hamilton Building Dept.

Non-Residential Development



Source: Statistics Canada/ City of Hamilton Building Dept.

- The above graph illustrates the trend of non-residential development activity by sector in Hamilton since 1992.

- Industrial development has tended to fluctuate more in response to general economic conditions than commercial and institutional development. This would suggest increased levels of industrial development in a few years as the economy gains momentum.

- Non-residential construction has accelerated thus far in 2002. After only 3 complete quarters, non-residential construction values have already surpassed 2001 and 2000 year-end levels.

NON-RESIDENTIAL BUILDING PERMIT VALUE BY SECTOR IN HAMILTON (000's)

Building Sectors	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Industrial	10,216	23,120	26,160	44,873	38,314	41,970	61,657	30,650	53,973	55,241	44,435
Commercial	50,872	47,014	30,799	57,010	31,690	54,891	78,187	64,756	85,936	71,141	86,741
Institutional	26,398	25,060	58,112	41,004	38,170	45,435	78,043	22,285	104,039	97,338	123,026
Total	**87,486**	**95,194**	**115,071**	**142,887**	**108,174**	**142,296**	**217,887**	**117,691**	**243,948**	**223,720**	**254,202**
Annual Change		9%	21%	24%	-24%	32%	53%	-46%	107%	-8%	38%

source: Statistics Canada; City of Hamilton, Building Dept.

Building Permit Value

- In 2001, a total value of $511.3 million in building permits was issued, representing a 7.5% increase over the 2000 level.

- The residential and industrial sectors increased in value while the commercial and institutional sectors decreased last year. The old municipality of Hamilton has historically been the largest contributor to the total development activity, being accountable for nearly 50% of the total value over the last ten years.

- To the end of September 2002, total construction values are nearly 40% higher than over the same period last year. That marks the highest level of growth following a year with positive growth in the last decade.

- In 2002, all four sectors – residential, industrial, commercial, and institutional - have either already surpassed or are on pace to surpass last year's values.

BUILDING PERMIT VALUE BY SECTOR IN HAMILTON ($000's)

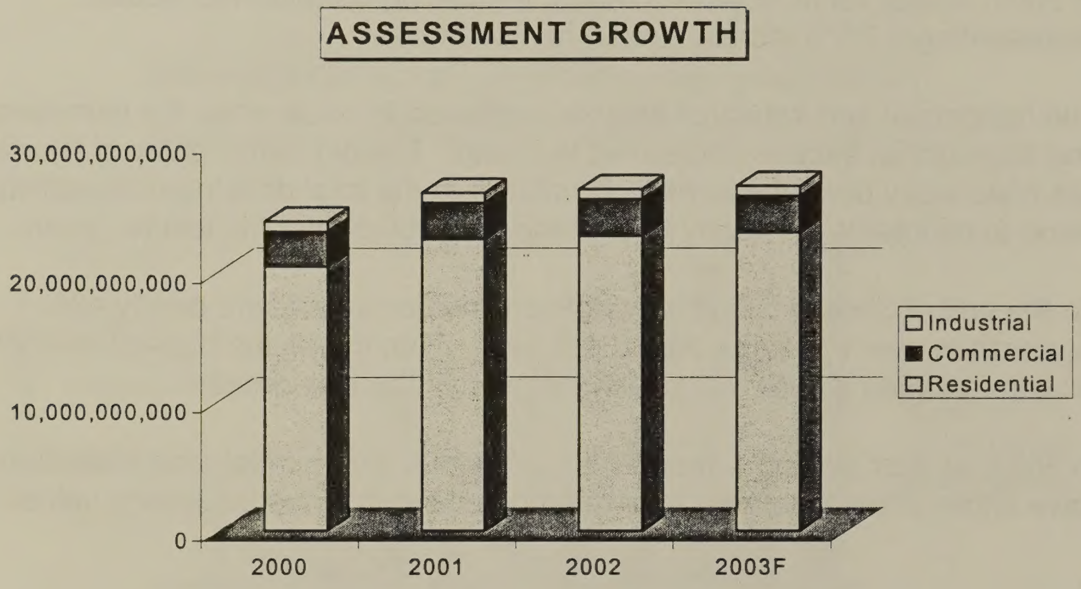
Building Sectors	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Residential	189,765	245,965	209,182	160,899	180,918	218,440	222,325	224,583	231,806	287,621	280,920
Industrial	10,216	23,120	26,160	44,873	38,314	41,970	61,657	30,650	53,973	55,241	44,435
Commercial	50,872	47,014	30,799	57,010	31,690	54,891	78,187	64,756	85,936	71,141	86,741
Institutional	26,398	25,060	58,112	41,004	38,170	45,435	78,043	22,285	104,039	97,338	123,026
Total	277,251	341,159	324,253	303,786	289,092	360,736	440,212	342,274	475,754	511,341	535,122
Annual Change		23.1%	-5.0%	-6.3%	-4.8%	24.8%	22.0%	-22.2%	39.0%	7.5%	38.1%

BUILDING PERMIT VALUE BY FORMER MUNICIPALITY IN HAMILTON ($000's)

Municipality	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Hamilton	126,073	152,321	155,925	131,702	140,322	174,931	195,978	131,740	226,620	Breakdown not available by former municipality	
Ancaster	27,483	24,017	24,514	48,518	29,311	49,192	65,743	60,256	63,420		
Dundas	20,227	26,530	18,318	22,218	23,727	20,137	19,625	16,824	21,654		
Flamborough	31,481	67,825	51,973	39,715	45,352	51,869	36,363	39,140	52,177		
Glanbrook	9,766	13,018	21,802	14,181	12,681	22,882	18,161	26,351	22,359		
Stoney Creek	62,221	57,448	51,721	47,452	37,699	41,725	104,342	67,963	89,524		
Total	277,251	341,159	324,253	303,786	289,092	360,736	440,212	342,274	475,754	511,341	535,122
Annual Change		23.1%	-5.0%	-6.3%	-4.8%	24.8%	22.0%	-22.2%	39.0%	7.5%	38.1%

source: Statistics Canada; City of Hamilton, Building Dept.

Assessment Growth

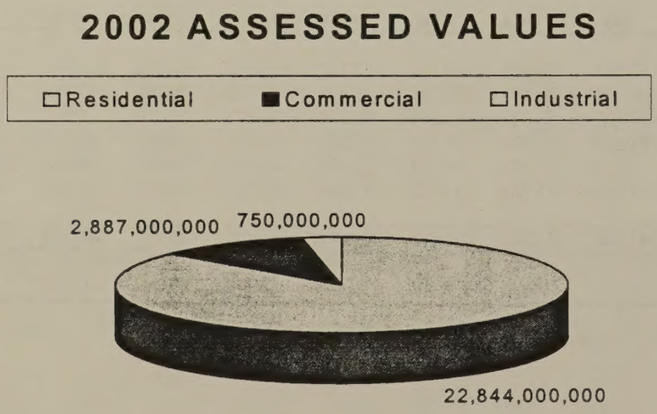


Source: City of Hamilton, Finance and Corporate Services

- 2002 Taxable Assessment totals $26.481 billion with the majority (86%) being residential development. Commercial and Industrial assessment account for $2.887 billion and $750 million respectively or 11% and 3%.

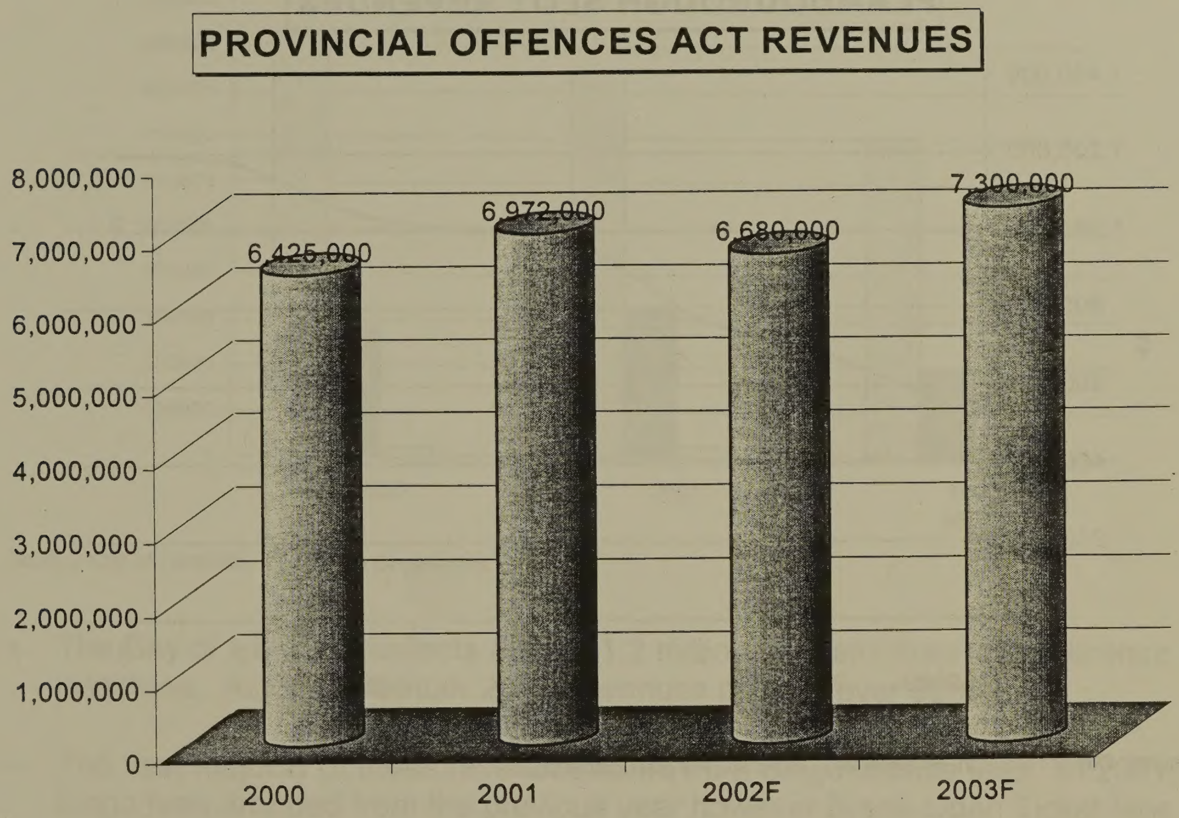
- 2003 Assessment growth is expected to be 1% with the majority of the increase realized through residential assessment growth.

- The 10% jump in growth from 2000 to 2001 is due to a re-assessment.



Source: City of Hamilton, Finance and Corporate Services

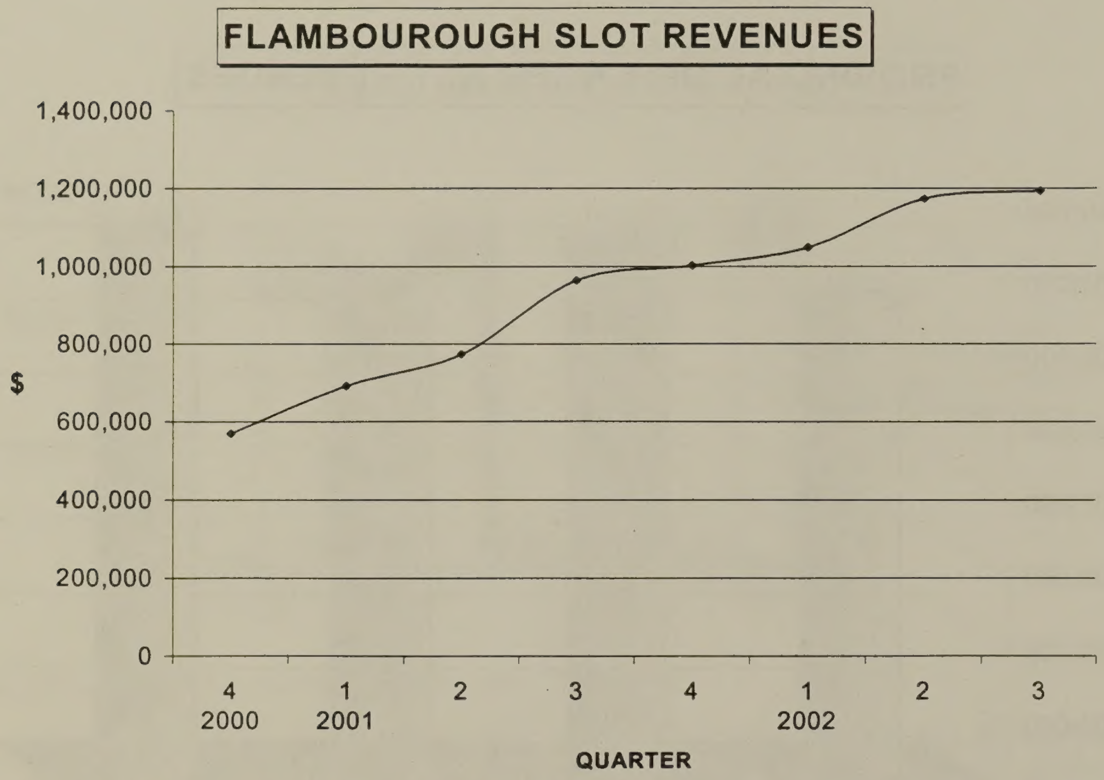
Provincial Offences Act Revenues



Source: City of Hamilton, City Clerks Department

- As of October 2002, the City has collected $4.65 million in Provincial Offences Act (POA) revenues.
- POA offences include Highway Traffic Act offences such as careless driving, speeding; Automobile Act offences such as having no insurance; and liquor offences.
- Based on revenues to date, 2002 year-end revenues are projected to be 4% lower than last year. Revenue projections for 2003 are $7.3 million.
- Please note - these figures do not include parking infractions or red light camera charges.

Lotteries and Gaming



Source: City of Hamilton, Finance and Corporate Services Department

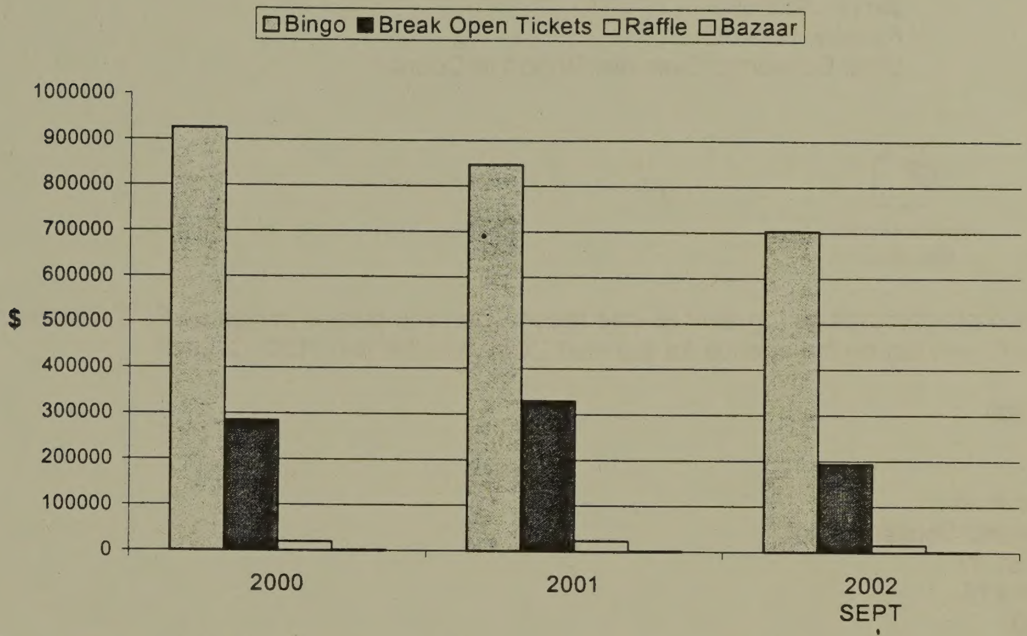
- Flamborough Slot Revenues have been increasing with each passing quarter since their inception in the fourth quarter of 2000.
- The biggest increases in revenues occur in the spring and summer months of the 2nd and 3rd quarters, most likely due to increased attendance as a result of holidays and good weather.
- If revenue growth continues at this pace, $1.4 million in slot revenues will be achieved by the 3rd quarter of 2003.

FLAMBOROUGH SLOT REVENUES % INCREASE BY QUARTER

2000	2001				2002			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
$569,500	$691,565	$773,525	$964,306	$1,002,519	$1,048,960	$1,173,638	$1,193,755	$1,241,028
	21.43%	11.85%	24.66%	3.96%	4.63%	11.89%	1.71%	3.96%

source: City of Hamilton, Finance and Corporate Services Dept.

LOTTERY LICENSING REVENUES



Source: City of Hamilton, City Clerks Department

- The City of Hamilton collects about $1.2 million annually from lottery license revenues. As of September 2002, revenues are just over $900,000.

- The vast majority of these revenues come from Bingo license fees. In 2001, bingo fees dropped from the previous year however Break Open Ticket fees increased resulting in the same amount of revenues as the year 2000.

- Raffle and Bazaar license fees account for a small portion of annual revenues, approximately $20,000 and $2000 per year respectively.

- Based on available data, 2002 totals are expected to be consistent with prior years at $1.2 million in total lottery license revenues. These revenues appear to stable and 2003 should be no different.

LOTTERY LICENSING FEES	2000	2001	SEPT 2002
Bingo	$926,214	$847,316	$703,737
Break Open Tickets	$284,694	$329,706	$193,619
Raffle	$20,064	$23,836	$16,646
Bazaar	$2,000	$1,666	$1,199
Total	**$1,232,972**	**$1,202,524**	**$915,201**

Source: City of Hamilton, City Clerks Department

Jarvie, Catriona

From:	Del Monaco, Tony
Sent:	November 1, 2002 12:08 PM
To:	Jarvie, Catriona
Cc:	Rossini, Roberto
Subject:	2002 Economic Overview Report to Council

2002 Economic Overview.doc

Appendix A - 2002 Financial an...

Hi Catriona. The two attachments go together as one report. Can you please assign an FCS # to this report and ensure it gets signed by Joe R. and put on the agenda for the next COW and the Nov. 13th Council.

Thank you very much

Tony Del Monaco
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Tel: (905)546-2790
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Nov 19 COW
27 Council

SECTION 3

CITY WIDE IMPLICATIONS

3.1

CITY OF HAMILTON

FINANCE AND CORPORATE SERVICES DEPARTMENT
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	November 13, 2002	**Prepared by:**	T. Hewitson 546-4159 M. Di Santo 540-6247

SUBJECT: **Municipal Tax Competitiveness Study - 2001 (FCS02061a)(City Wide)**

RECOMMENDATION:

That report FCS02061a "Municipal Tax Competitiveness Study – 2001" be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

This information report highlights some of the key findings of a study on Municipal Tax Competitiveness. The study indicates that Hamilton remains among the least competitive in terms of property tax rates. However, when results are compared to a prior study, a number of improvements are noted indicating that Hamilton is on the right track in closing the gap.

Comparing the results of the 2000 study to the lasted Municipal Tax Competitive study, the City of Hamilton improved in relative tax burden in 11 out of the 14 property classes reviewed. Overall the improvements were largely in the commercial and industrial property classes. The largest improvements were the shopping centres which reduced in tax burden by approximately 50%.

BACKGROUND:

On May 23, 2002, staff presented report FCS02061 "Municipal Tax Competitiveness Study – 2001" to Council for information. At that time, a motion was carried to refer the report to a future Committee of the Whole for deliberations. Since then, the study has been expanded to include three additional municipalities (Windsor, Oshawa and Kingston), as well as a revision was made to incorporate the recently released 2001 Census information. The complete updated study was provided to Council in September.

The firm of Bruzzese Minshull and Associates were commissioned to conduct a municipal tax competitiveness study. The study involved 44 Ontario municipalities representing roughly 48% of the province's population. The study analysed the total tax burden including tax ratios, tax rates, water and wastewater costs, and hydro utility costs. From a property tax perspective, the analysis focussed on four classes of property identified by study participants as major concerns – Residential, Multi-Residential, Commercial, and Industrial. In addition, the study reviewed development charges and building permit levels and considered the variety of economic development programs of participating municipalities. Similar reviews were undertaken on a smaller scale in 1998 and 2000. Where comparison is possible this report highlights key changes.

ANALYSIS OF ALTERNATIVES:

Goals of the Study

The results of this study will serve to further a number of important municipal objectives. The information can be used as a baseline for comparisons with similar municipalities and assist in identifying key areas of focus in developing tax policies. This study will be invaluable in the development of long-term strategies to achieve tax competitiveness. Improvement in Hamilton's competitiveness in business taxation has been identified as a key priority in Council's strategic planning.

Previous Study

In 1998, Colliers International completed a study involving 16 municipalities. The information was subsequently updated in 2000. The goal was similar to the current study in trying to assess the relative property tax burden of the municipalities that made up the former Hamilton-Wentworth Region. The results indicated that:

- Hamilton-Wentworth ranked in the top half of relative tax burden in 14 of 15 property types
- Hamilton-Wentworth was in the top quartile in 8 out of 15 types
- Lower assessments and higher tax rates result in an overall high relative tax burden

Current Study

General Statistics

The City of Hamilton is the third largest municipality participating in the current study. The 2001 Census population represents an increase in population of 4.8% over 1996 Census results. This growth rate is dwarfed by the explosive growth noted in several municipalities within the Halton, York and Peel Regions.

In contrast, the assessment per capita for Hamilton is at the low end of the participants at approximately $53,400. It is most comparable to Cambridge, London. Oshawa and Windsor. The composition of this assessment follows the trend of municipalities with older urban centres by having a higher than average proportion of multi-residential assessment. In addition, building permit values per capita between 1997 and 1999 were reviewed. Again Hamilton is among the lowest, with neighbouring Burlington exceeding Hamilton's 1999 figure per capita by more than 3.5 times. Municipalities with 50% or greater growth in building permit values included Milton (117%), Grimsby (64%) and Burlington (59%).

Given that Hamilton has a relatively low assessment base from which to draw on, one would expect to see a lower expenditure per capita to reflect the limited ability to pay. Hamilton's net levy per capita of $941 is actually well above the survey average of $839. It should be noted, however, that this analysis does not indicate value for money or the effectiveness in meeting community objectives, but rather is meant to provide insight into the net cost of providing municipal services within each municipality.

Hamilton's level of spending per capita is comparable to the assessment rich municipality of Oakville. However, Hamilton has the fourth lowest average income amongst the 44 municipalities in the survey, while Oakville has the fourth highest income.

The results of this general overview are not a surprise. Council has seen information several times in the past year highlighting the city's uncompetitive tax position, particularly in the Commercial, Industrial and Multi-Residential property classes and the lack of ability to pay. The remainder of this report will highlight areas where improvement has been made and identifies areas where improvement in an absolute sense has or has not resulted in an improvement to our relative position.

Tax Rates

Table 1 below summarizes the change in tax rates in the major property classes from 1998 to 2001. While on a comparative basis Hamilton may still be "high", the table indicates that major improvements have been made over the past three years. These tax rates, however, remain one of the highest across all participants in the multi-residential, commercial and large industrial property classes.

Despite the significant reductions in tax rates, particularly in the Commercial and Industrial property classes, the gap between Hamilton and Burlington tax rates continues to widen across these classes. Using solely tax rates to assess our relative standing can be misleading, as municipalities with higher assessment growth will naturally see their tax rates fall at a faster pace than municipalities such as Hamilton with low assessment growth. On a positive note, the gap between Hamilton's Industrial tax rate and that of the next highest rate has closed significantly since 1998.

Table 1 – Comparison of Tax Rates

Property Class	Commercial	Multi-Residential	Industrial	Large Industrial
1998	7.11%	5.09%	11.18%	12.98%
2001	6.27%	4.50%	8.80%	10.51%
% Change	**-13.40%**	**-13.11%**	**-27.05%**	**-23.50%**

Like-Property Comparisons

The study examined approximately 2,100 properties in order to conduct "like-property" comparisons on 14 different property types. Comparing Hamilton's standing relative to similar comparisons completed in 2000 (based on 2000 tax rates) staff were able to note trends in the various property types where they correspond between the two studies.

Residential Property Class

Detached Bungalow

- Average 2001 property taxes paid on a detached bungalow was $2,345
- Hamilton 2001 Detached bungalow property taxes were $2,665 or 13.6% above average
- In 2000 Hamilton was 15.9% above the 2001 survey average

Condominium

- Average 2001 property taxes paid on a condominium were $1,613
- Hamilton 2001 property taxes paid on a condominium was $1,622 or 0.6% above average
- In 2000 Hamilton was 13.9% above the 2001 survey average. This change may be largely the result of lower assessment values.

Senior Executive Home

- Average 2001 property taxes for a senior executive home were $4,136
- Hamilton 2001 property taxes for a Senior Executive home were $4,198 or 1.5% above the average
- In 2000 Hamilton Senior Executives home taxes were 2.0% above the 2001 survey average

Summary

The combination of these results places Hamilton in the "mid-high" range for residential tax burden. This range is comparable to Burlington, however Burlington has a higher assessment per capita from which to sustain a higher tax burden. It also indicates that Hamilton's residential property taxes have improved in competitiveness over the past year, albeit marginally, relative to the survey average.

Multi-Residential Property Class

Mid/High-Rise Apartment

- Average 2001 property taxes per unit on a mid/high rise apartment were $1,233
- Hamilton 2001 property taxes per unit on a mid/high rise apartment were $1,446 or 17.3% above average
- In 2000 Hamilton was 17.2% above the 2001 survey average for a mid/high rise apartment

Summary

In both property types examined in this class the City of Hamilton remains high in terms of relative tax burden. The City has created a New multi-residential property class that will provide a more favourable tax rate to any new multi-residential construction. This will serve to improve the City's competitive position in this property class over time.

Commercial Property Class

Office Building

- Average 2001 property taxes per square foot for an Office Building was $2.75. The education portion represented 55.3% of the total on average
- Hamilton 2001 property taxes per square foot for an Office Building were $2.88 or 4.7% above average. Hamilton education portion represents 46.9% of the total
- In 2000 Hamilton was 16.7% above the 2001 survey average

Commercial Hotel

- Average 2001 property taxes per suite for a Commercial Hotel property were $2,354. The education tax portion represented 51.6% of the total
- Hamilton 2001 property taxes per suite for a Commercial Hotel property were $2,417 or 2.7% above average. The education tax portion represented 41.2% of the total.
- In 2000 Hamilton was 13.7% above the 2001 survey average

Commercial Motel

- Average 2001 property taxes per suite for a commercial motel were $1,384 with education tax representing 51.1% of the total
- Hamilton 2001 property taxes per suite on a commercial motel were $2,163 or 56.3% above the average. The education portion represented 46.6% of the total.
- In 2000 Hamilton was 131.7% above the 2001 survey average

Community Shopping Centre

- Average 2001 property taxes for a community shopping centre were $3.61 per square foot. Education tax represented 54% of the total.
- Hamilton 2001 property taxes for a community shopping centre were $6.17 per square foot or 70.9% above the average. Education taxes represented 46.8% of the total.
- In 2000 Hamilton was 217.2% above the 2001 survey average

Neighbourhood Shopping Centre

- Average 2001 property taxes for a neighbourhood shopping property were $3.25 per square foot with education representing 54.8% of the total
- Hamilton 2001 property taxes for a neighbourhood shopping centre were $5.25 per square foot or 61.5% above the average. Education taxes represented 46.9% of the total.
- In 2000 Hamilton was 232.3% above the 2001 survey average

Summary

In summary, Hamilton remains above average in all commercial property types surveyed and in some cases property taxes are the highest of the survey participants. However, overall the City's tax reduction efforts are showing initial success as the property taxes paid per unit moves closer to the average in all commercial property types.

Industrial Property Class

Vacant Industrial

- Average 2001 property tax per acre on Vacant industrial land was $3,356 with education tax representing 56.5% of the total
- Hamilton 2001 property tax per acre of vacant industrial land was $3,452 or 2.9% above average. Education tax represented 40.3% of the total
- In 2000 Hamilton was 34.3% above the 2001 survey average

Large Industrial

- Average 2001 property tax on a large industrial property was $1.38 per square foot with education tax representing 55.1% of the total
- Hamilton 2001 property tax for a large industrial property was $1.56 per square foot or 13.0% above average. Education tax represented 40.4% of the total
- In 2000 Hamilton was 30.4% above the 2001 survey average

Standard Industrial

- Average 2001 property tax for a standard industrial property was $1.80 per square foot with education tax representing 54.4% of the total.
- Hamilton 2001 property tax for a standard industrial property was $2.47 per square foot or 37.2% above average. Education tax represented 43.7% of the total.
- In 2000 Hamilton was 47.2% above the 2001 survey average

Industrial Mall

- Average property taxes on an industrial mall property were $1.53 per square foot with education tax representing 56.2% of the total
- Hamilton 2001 property tax on an industrial mall property was $1.93 per square foot or 26.1% above average. Education tax represented 47.2% of the total
- In 2000 Hamilton was 4.6% below the 2001 survey average

Summary

Industrial properties in Hamilton ranked “mid” to “high” among the survey participants, however, the Large, Standard and Vacant Industrial properties have all shown significant improvement over 2000 levels. While these improvements have yet to result in a change in Hamilton’s relative ranking, it is important to note that City is closing the competitive gap by moving closer to the survey average.

Appendix A to report FCS02061a provides some selected tables to highlight the areas of improvement.

Water and Sewer Costs

The Municipal Competitiveness study also compared water and sewer costs across each municipality. The study considered these costs across several different property types. There were wide variances in water and sewer costs, which the study attributes to several factors;

- Minimum service charges
- Meter size differential charges
- Rate structure

Hamilton’s water and sewer rates on a per unit basis are below or approximately at the study average in all property types except for the hotel property. The survey average of water and sewer costs as a percentage of residential property taxes was 22%, compared to 16% in the City of Hamilton. A similar result was noted for multi-residential properties. Commercial properties surveyed in Hamilton fared equally well.

Hydro Costs

The study also compared hydro costs across municipalities and their impact on the overall tax burden. As with water and sewer costs, Hamilton compares favourably to the average when compared on a per unit basis. Also, in terms of contribution to the overall tax burden, Hamilton's hydro rates contribute a below average percentage to the total burden.

Total Tax Burden

When each of the above factors (property taxes, water/sewer costs and hydro costs) are combined, staff is able to see where Hamilton stands in each property class.

Residential property

- Average is 60% Property Tax, 12% Water/Sewer and 28% Hydro
- Hamilton is 64% Property Tax, 10% Water/Sewer and 26% Hydro
- The total tax burden in Hamilton for 2001 on a residential property was $4,183 or 6% above the survey average of $3,946
- Neighbouring communities of Burlington, Brantford and Cambridge all have below average burdens

Commercial Property

- Average for Hotel is 72% Property Tax, 10% Water/Sewer and 18% Hydro
- Hamilton Hotel result is 72% Property Tax, 10% Water/Sewer and 18% Hydro
- The total tax burden for a hotel property in Hamilton was $3,368 per unit or 4.3% above the survey average of $3,228
- In 2000 Hamilton Hotel property was 29.3% above the average.
- Average split for neighbourhood shopping is 90% Property Tax, 7% Water/Sewer and 3% Hydro
- Hamilton split for neighbourhood shopping is 94% Property Tax, 4% Water/Sewer and 2% Hydro
- Hamilton's total tax burden for a neighbourhood shopping property was $5.57 per square foot or 55.6% above the survey average of $3.58
- In 2000 Hamilton neighbourhood shopping property was 69.1% above average

Industrial Property

- Average split for industrial standard property is 32% Property Tax and 68% Hydro
- Hamilton split for industrial standard property is 41% Property Tax and 59% Hydro
- Hamilton's total tax burden for a standard industrial property is $5.97 per square foot or 7.2% above the survey average of $5.57
- In 2000 Hamilton industrial property taxes were 35.2% above the average

In the commercial and industrial property classes the total tax burden has improved over 2000 results. This is a direct result of the city's focus on reducing business property taxes. Unfortunately, this focus, in conjunction with restrictive provincial tax policies, has resulted in a decline in our competitive position with respect to residential properties. In summary, the City's property tax policies are having the desired impact, however there is still room for improvement.

Ability to Pay

The study compares the total tax burden of a municipality with the average household incomes in an effort to gauge ability to pay. Hamilton's average household income is $46,400. This ranks fourth lowest among the 44 municipalities, higher only to Port Colborne, Fort Erie and equal to Orillia. When contrasted with the higher than average total tax burden, the City Hamilton has one of the lowest ability to pay.

Development Charges

The study provided a comparison of development charges to determine the added burden for new construction. Hamilton's results are very favourable. Residential development charges for a single detached home are in the lower third of the survey participants and almost 42% below the survey average. A similar result is noted for multiple unit residences. The City's commercial non-residential development charge is in the middle range of surveyed municipalities and above the survey average. However, this result needs to be considered in light of the various exemptions that exist to promote development in targeted areas.

Programs that Promote Economic Development

The study completed a review of programs currently in place to promote economic development. This included municipal land assembly, business incubators, business retention and expansion programs, downtown/area specific programs, heritage programs, brownfield development and development charge exemptions. The City of Hamilton was noted as having numerous proactive programs to encourage economic development, particularly targeted to the downtown core.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The results of the study can be used to direct current and future tax policies which will impact the City financially in terms of revenue streams and their sources.

POLICIES AFFECTING PROPOSAL:

Current and future tax policies will be shaped by this study.

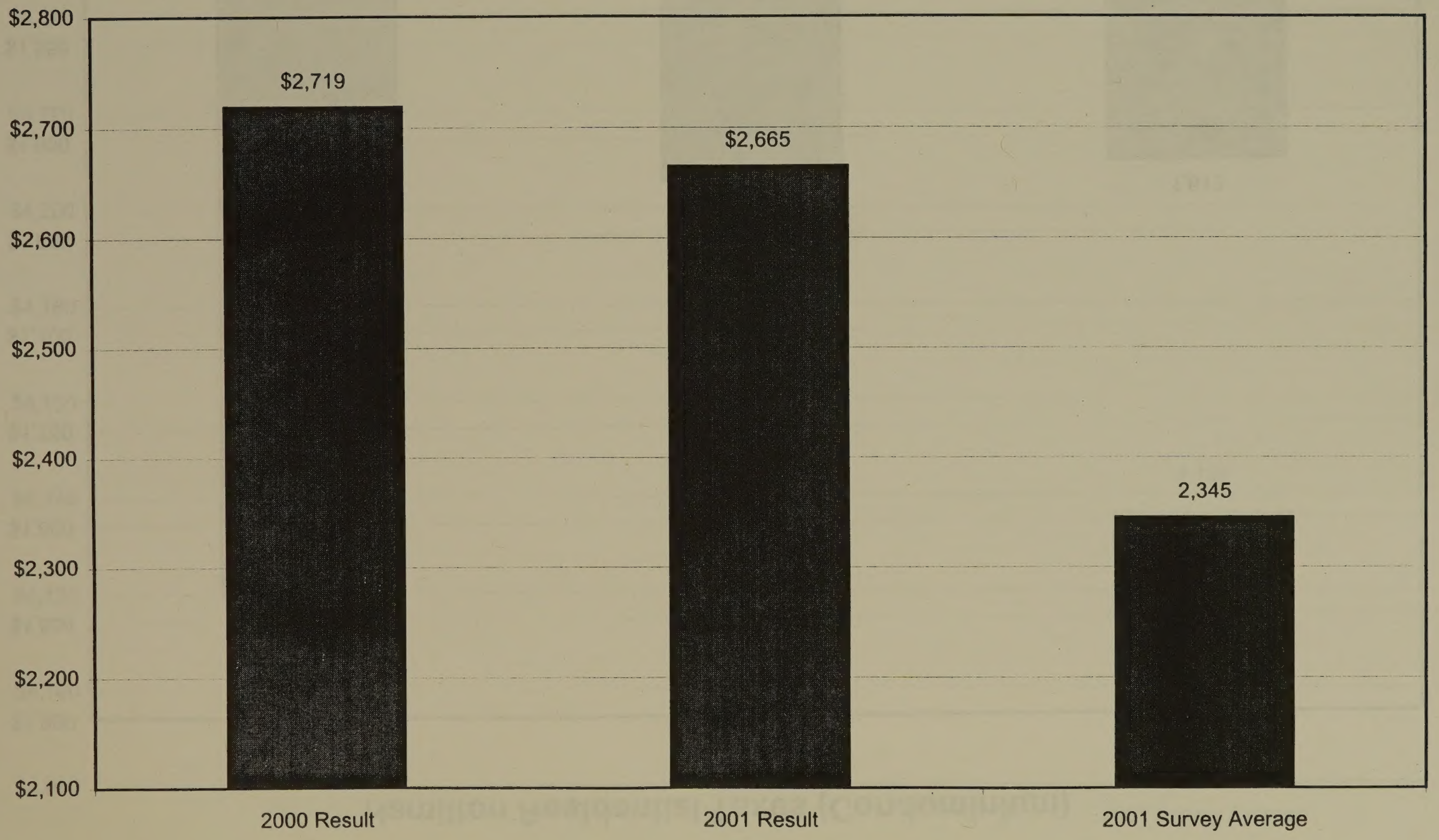
CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

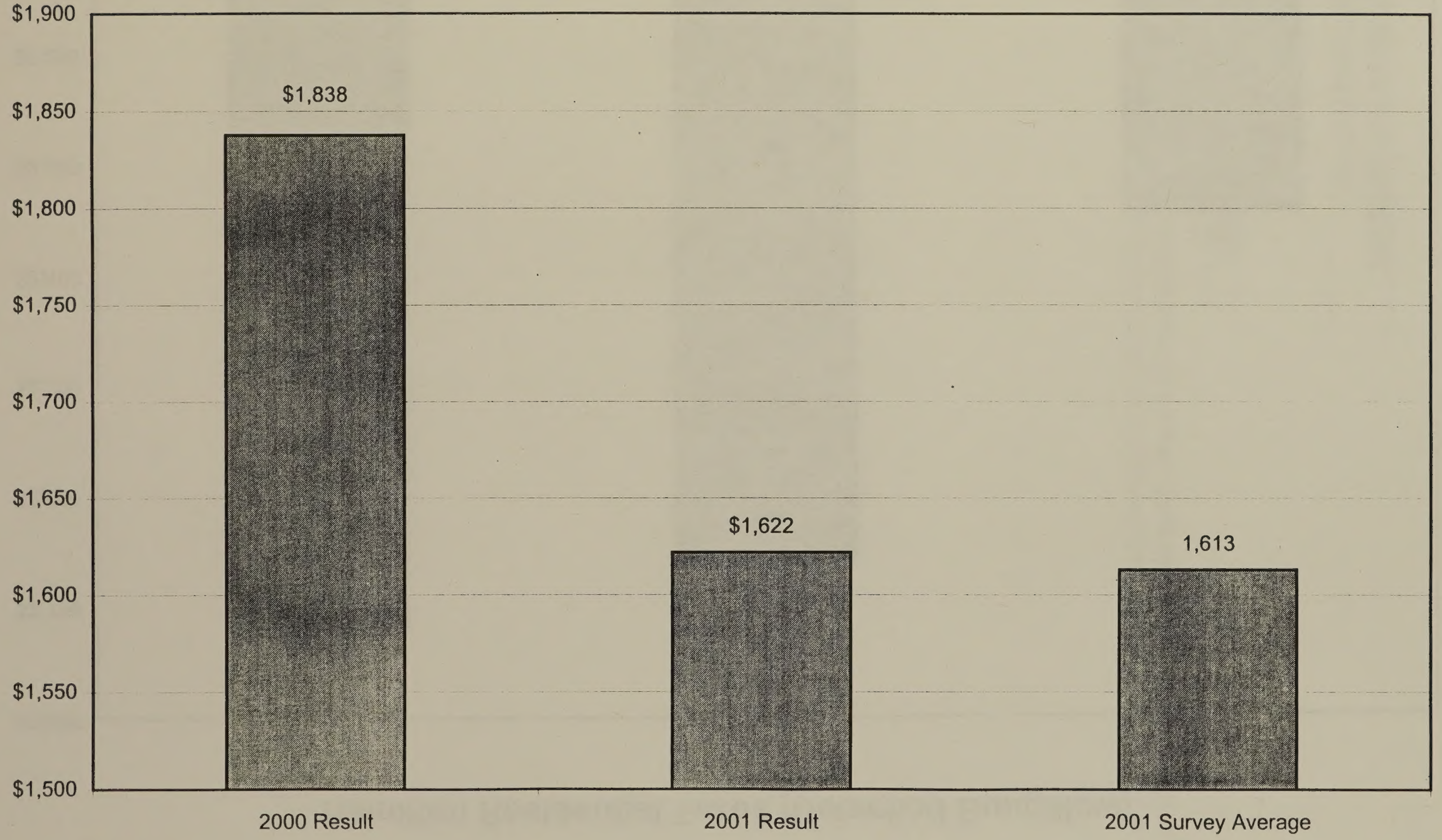
CITY STRATEGIC COMMITMENT:

Council has made business tax competitiveness a key strategic priority. The results of this study give an early indication that progress in achieving this strategic commitment has begun.

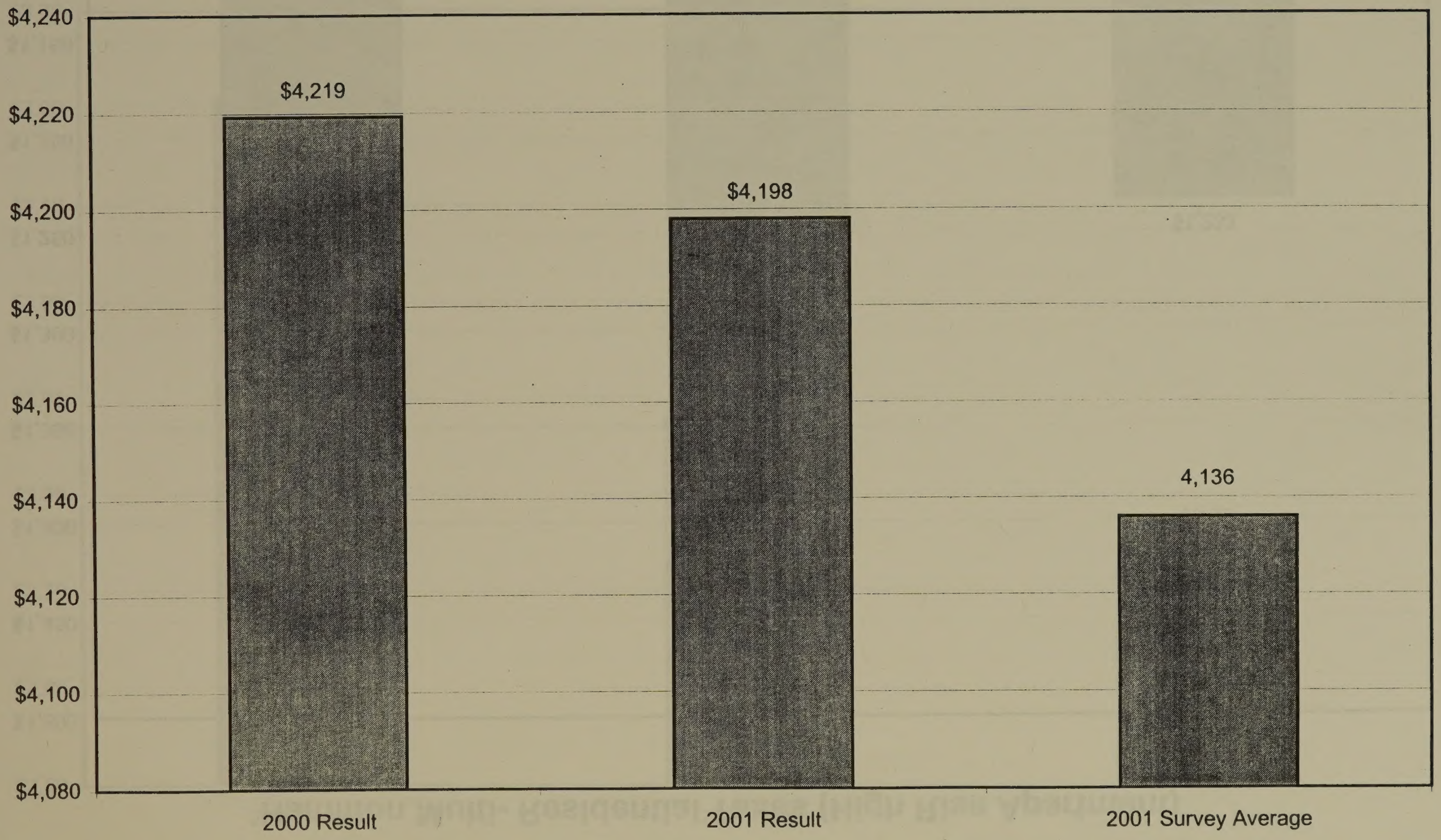
Hamilton Residential Taxes (Detached Bungalow)



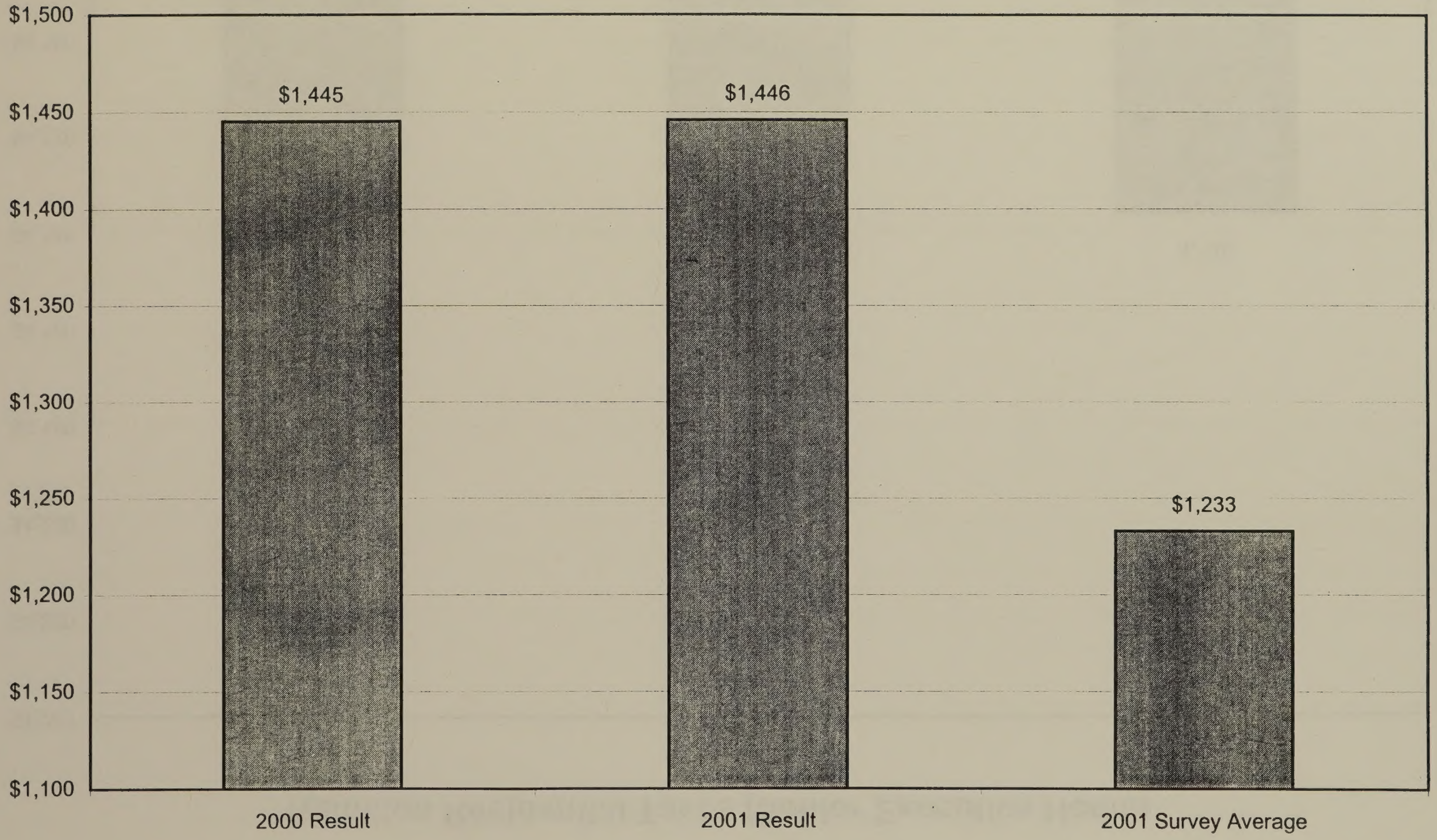
Hamilton Residential Taxes (Condominium)



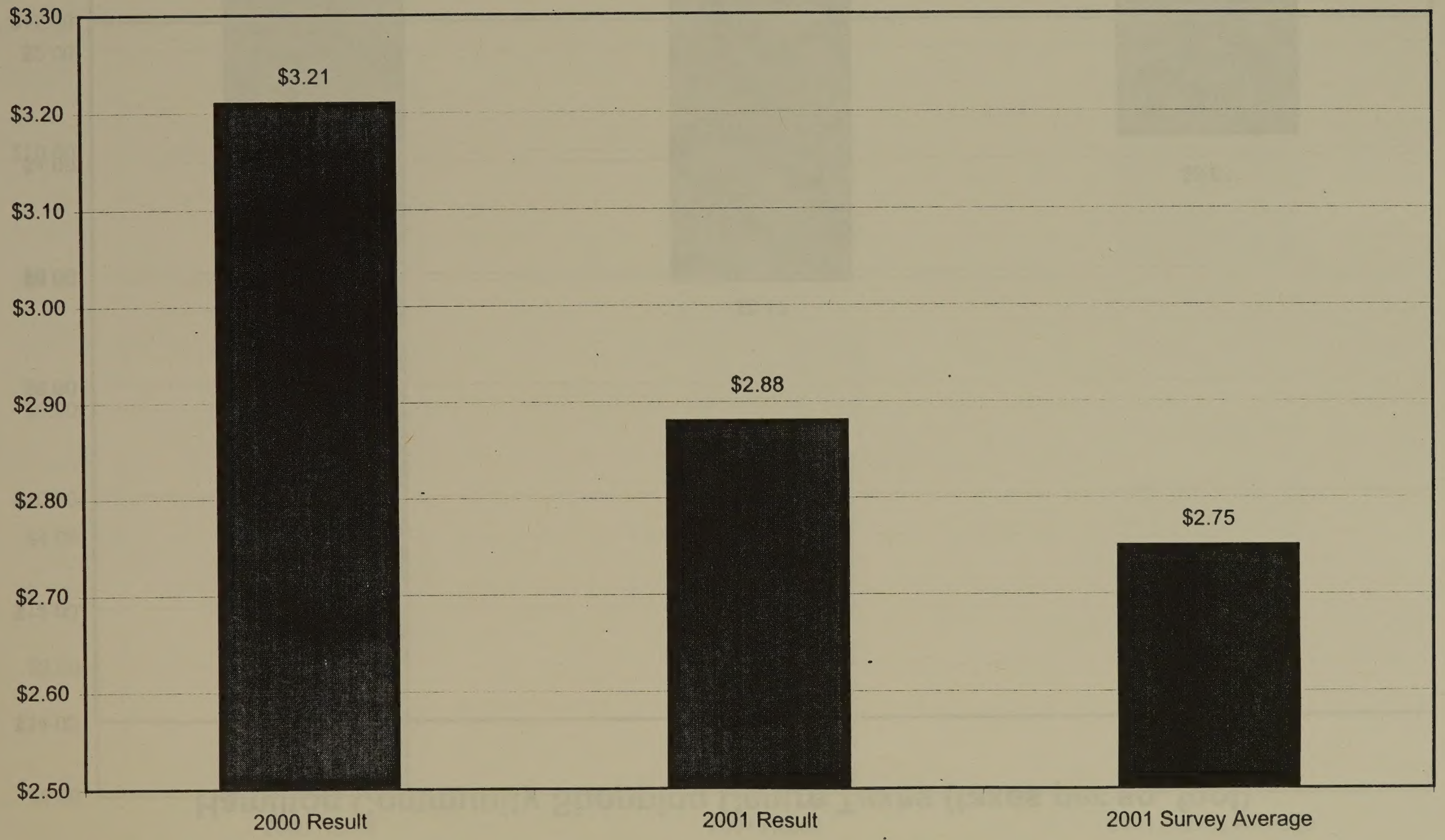
Hamilton Residential Taxes (Senior Executive Home)



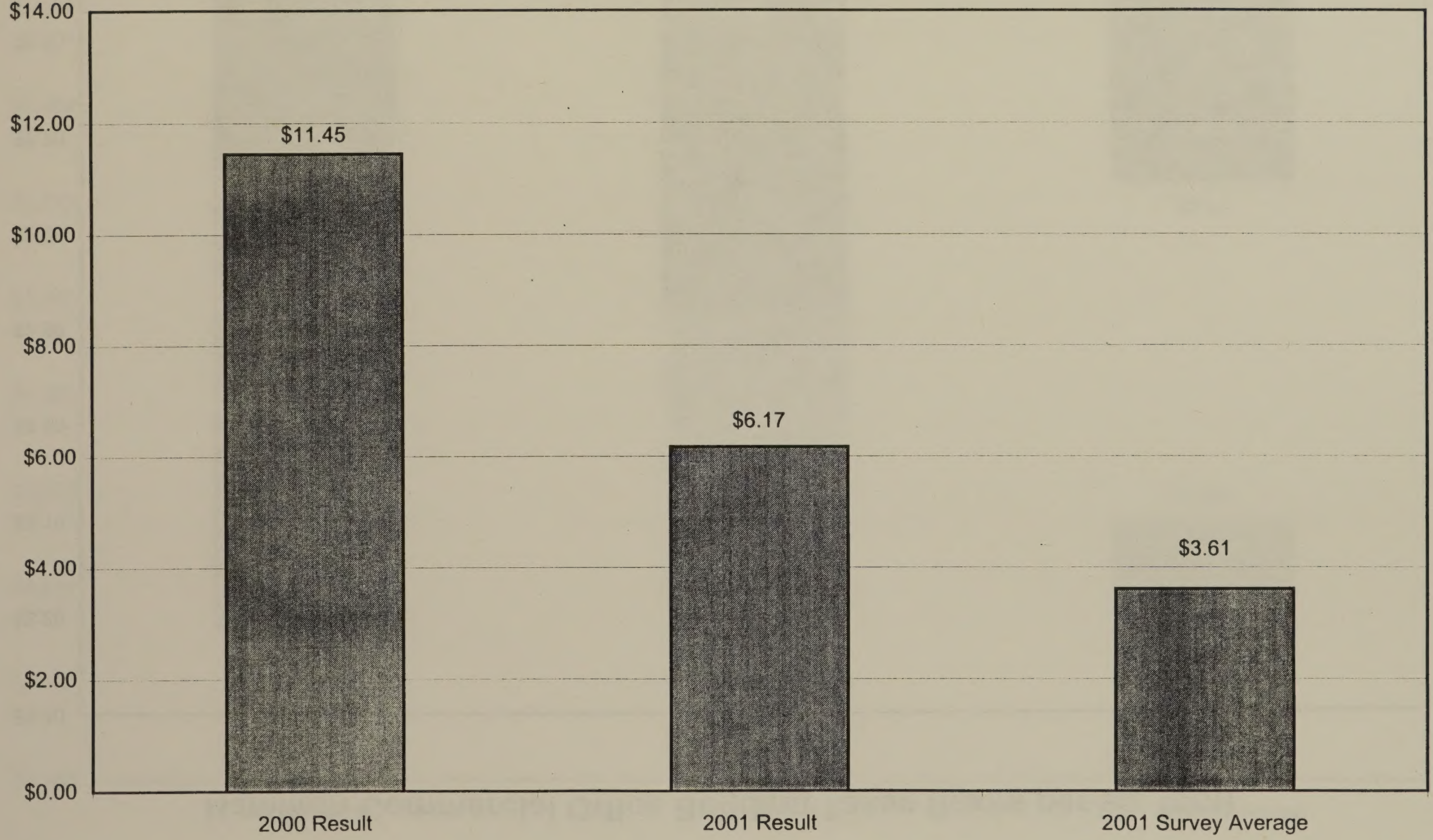
Hamilton Multi- Residential Taxes (High Rise Apartment)



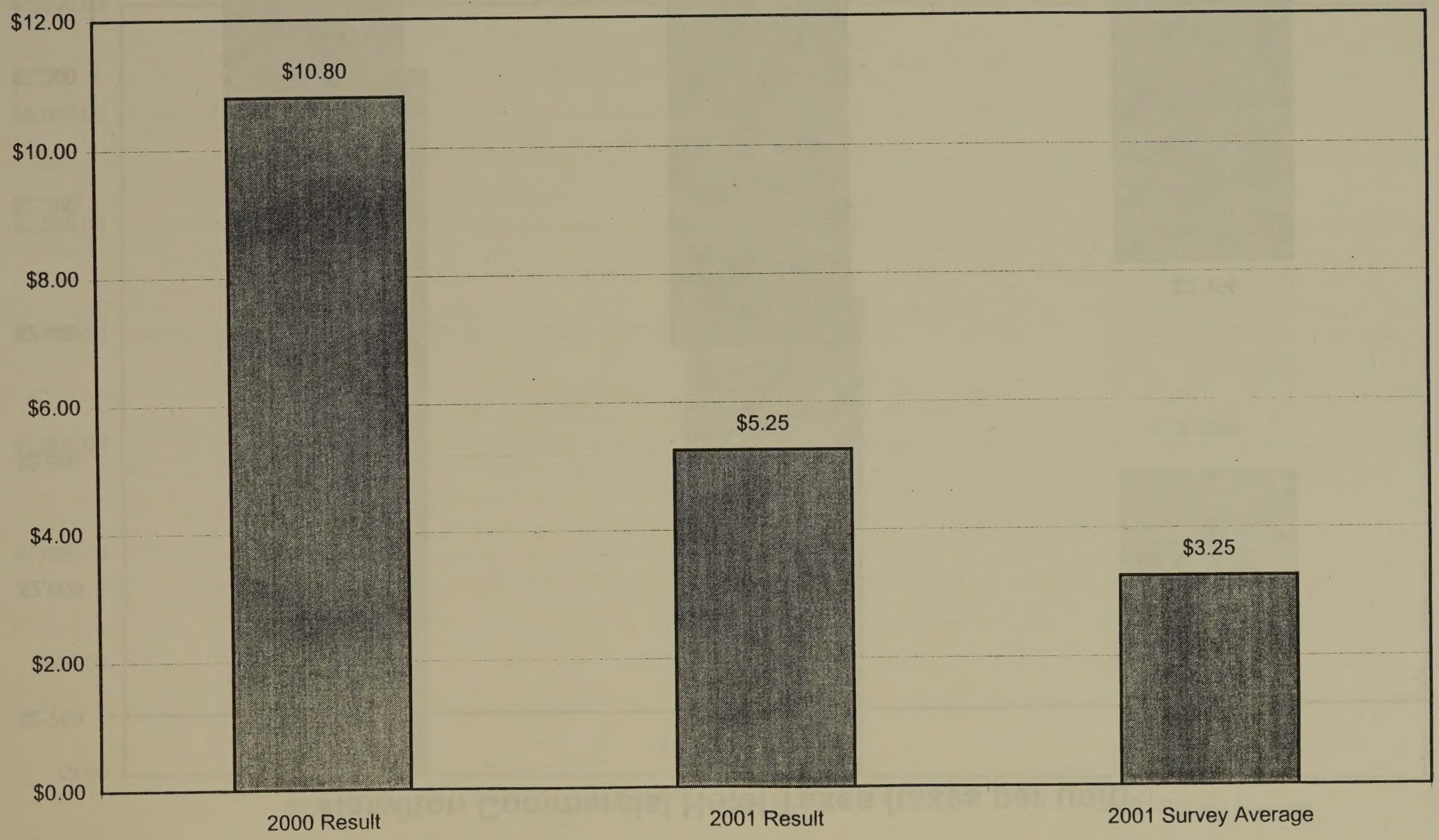
Hamilton Commercial Office Building Taxes (taxes per sq. foot)



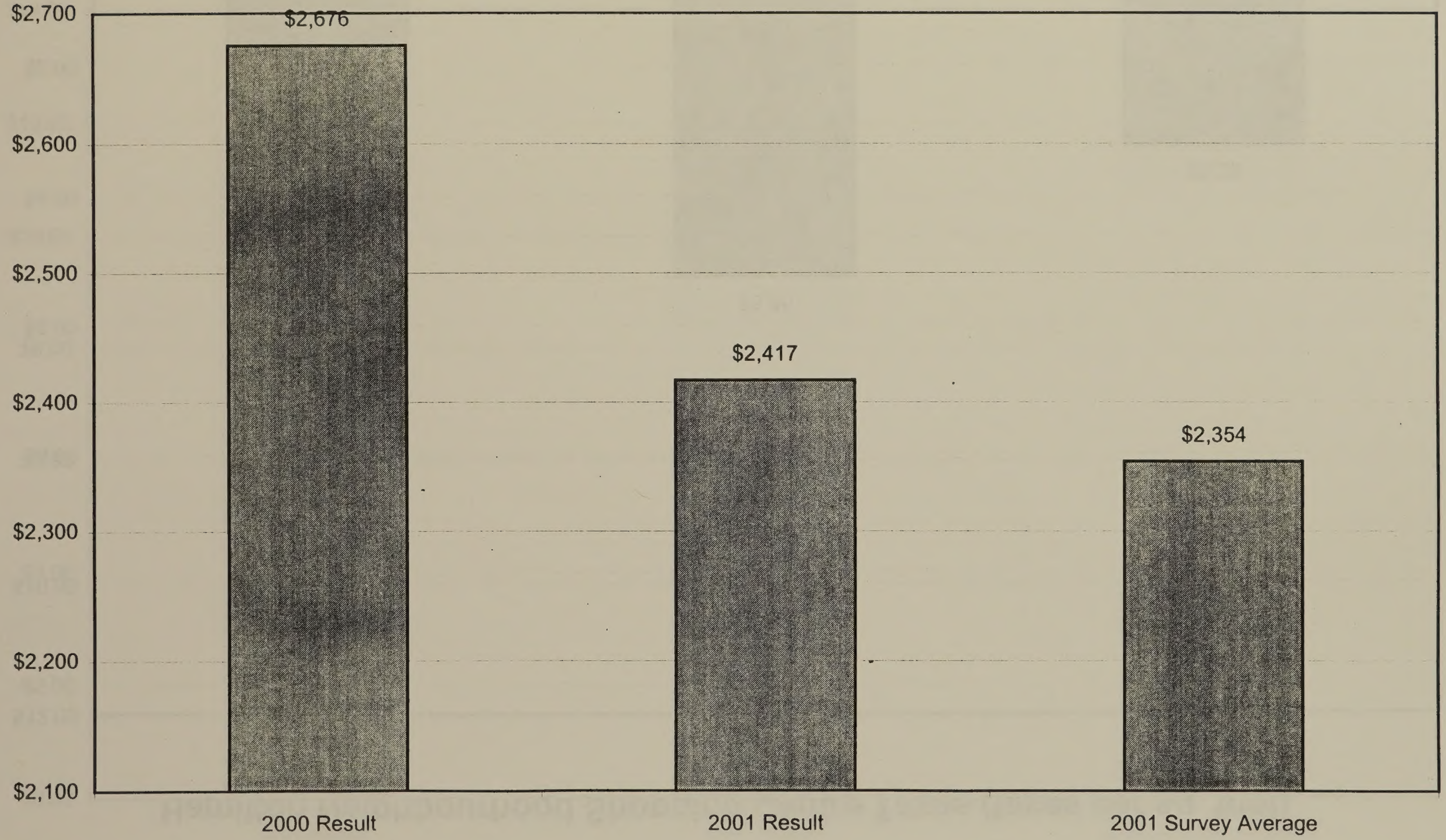
Hamilton Community Shopping Centre Taxes (taxes per sq. foot)



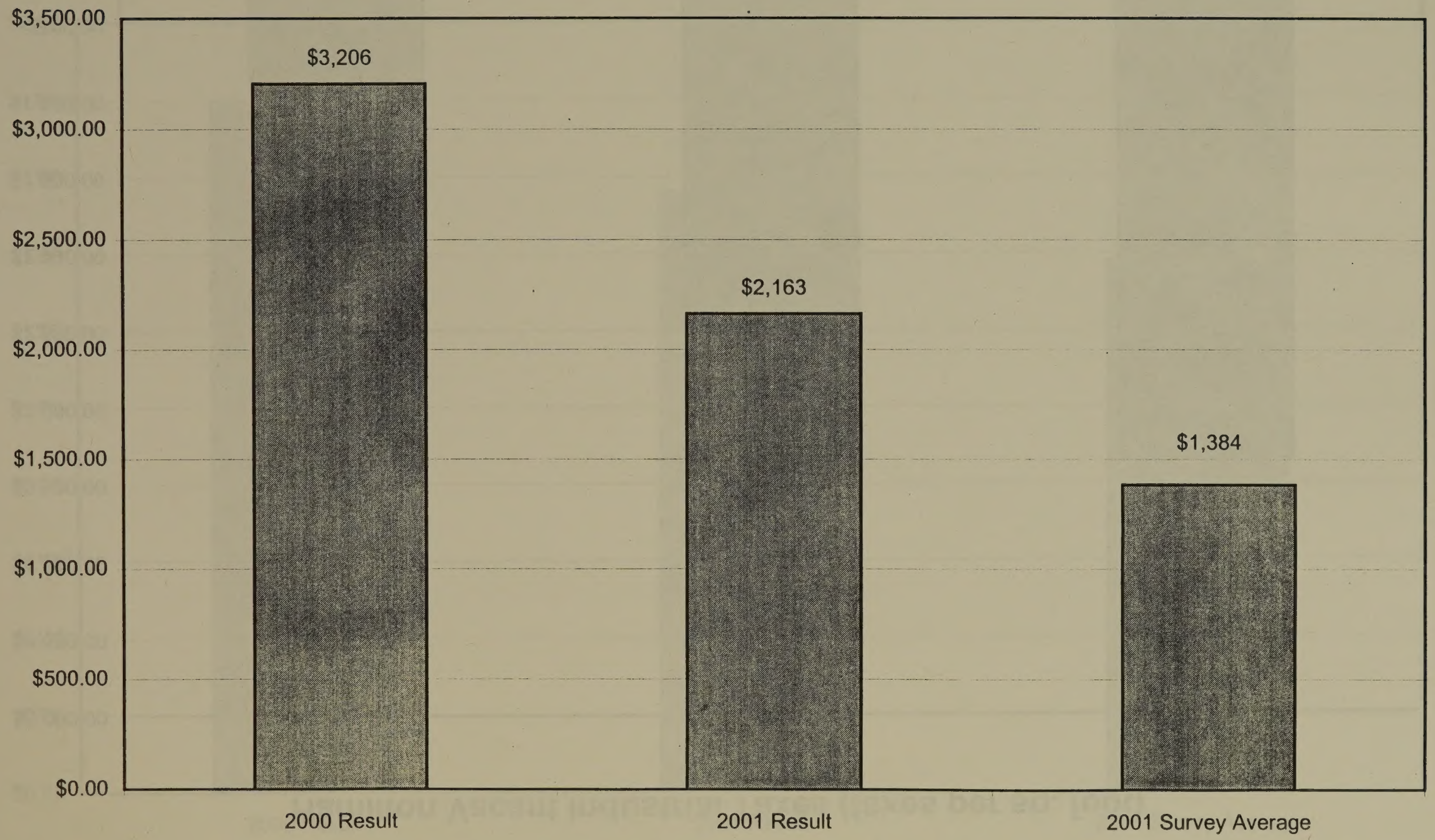
Hamilton Neighbourhood Shopping Centre Taxes (taxes per sq. foot)



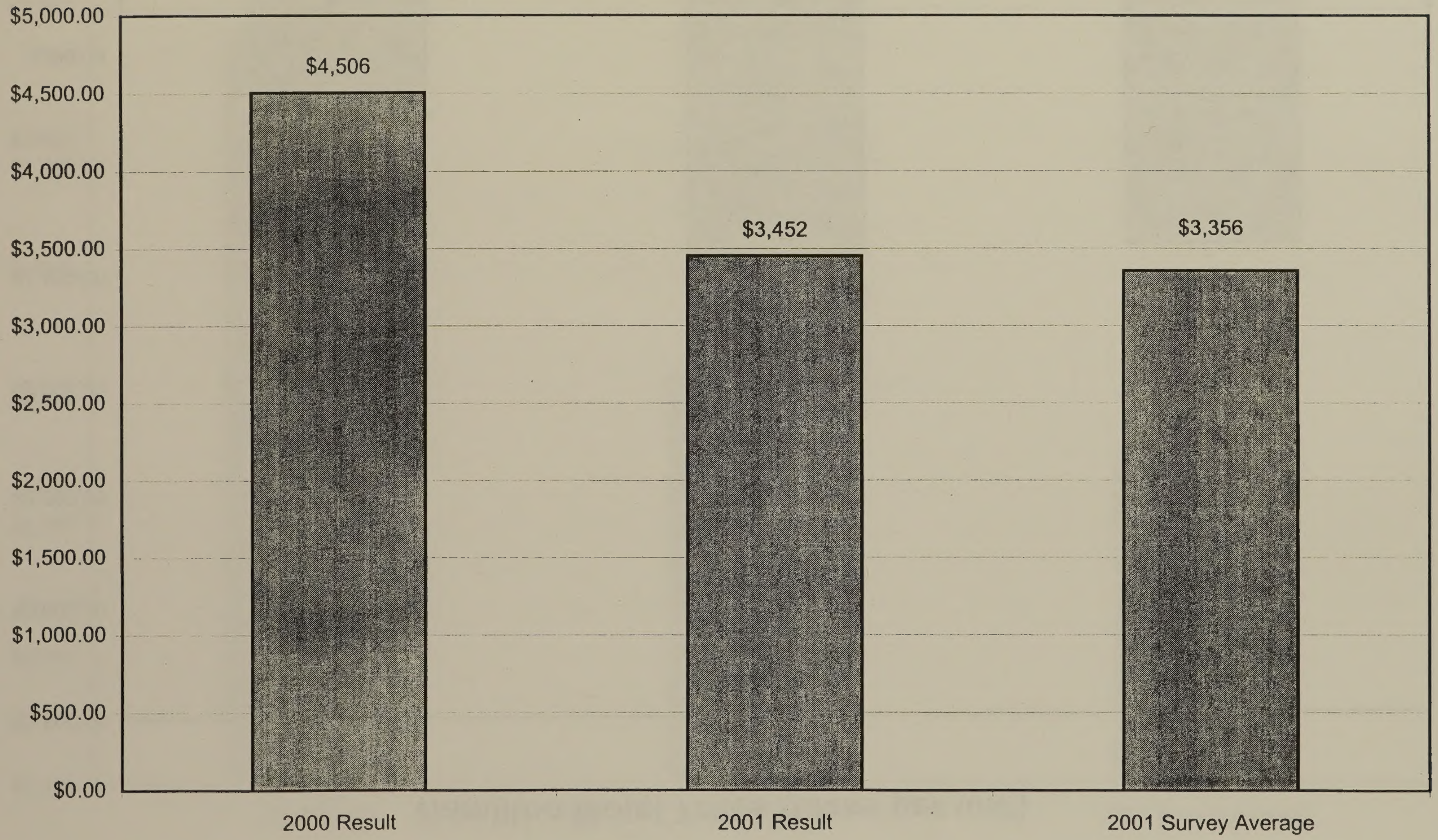
Hamilton Commercial Hotel Taxes (taxes per unit)



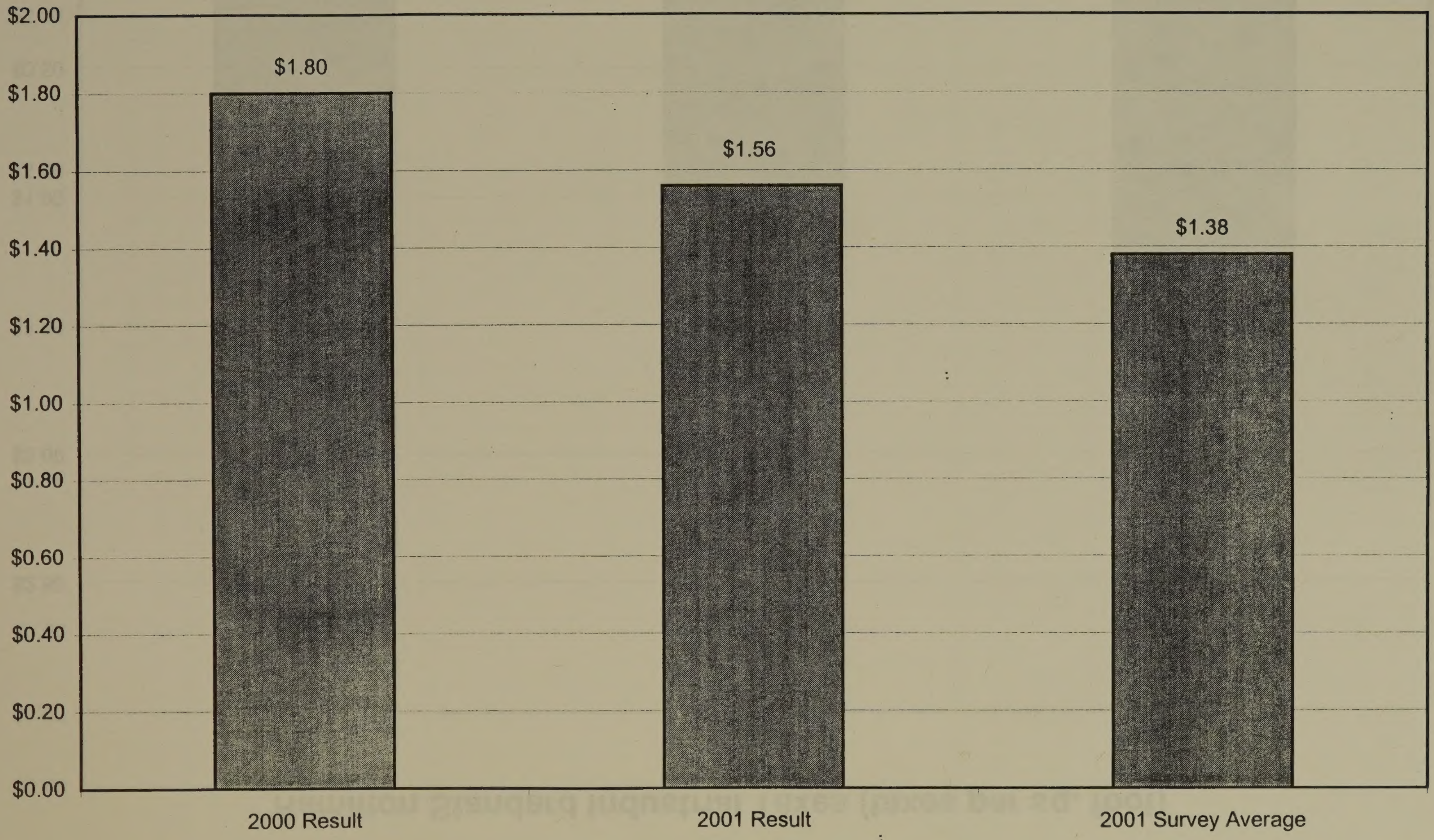
Hamilton Motel Taxes (taxes per unit)



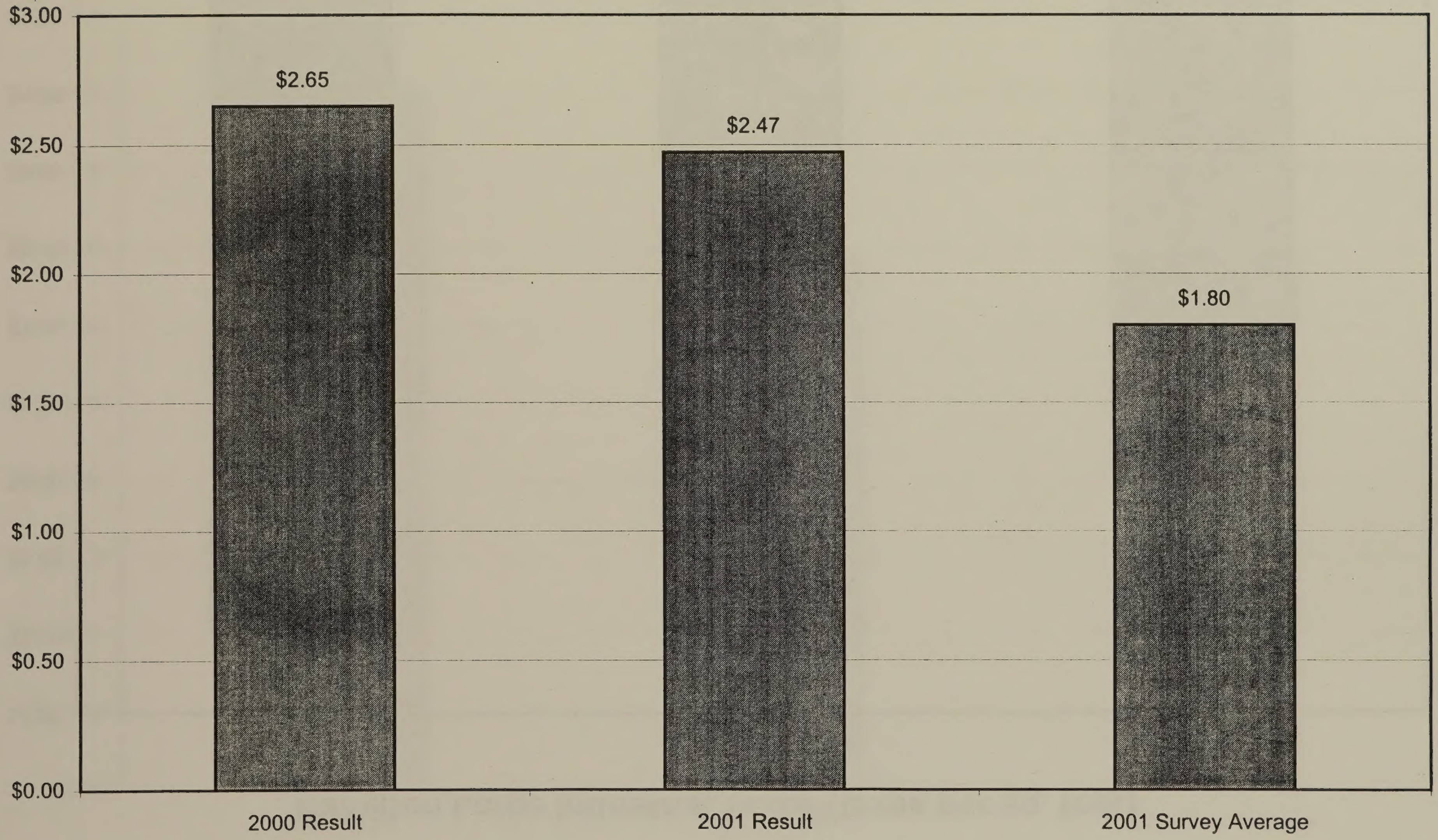
Hamilton Vacant Industrial Taxes (taxes per sq. foot)



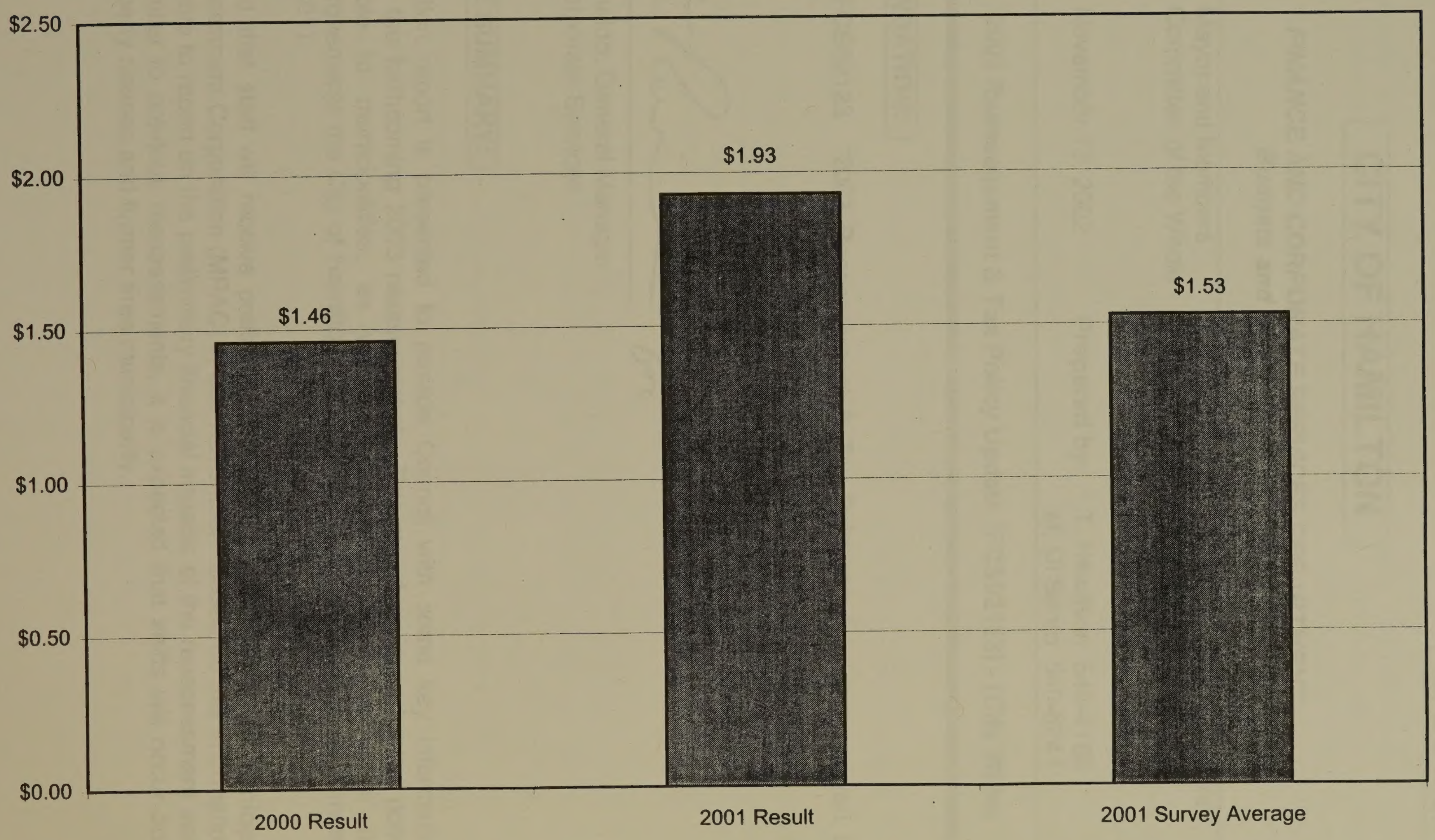
Hamilton Large Industrial Taxes (taxes per sq. foot)



Hamilton Standard Industrial Taxes (taxes per sq. foot)



Hamilton Industrial Mall Taxes (taxes per sq. foot)



CITY WIDE
IMPLICATIONS

3.2

CITY OF HAMILTON

FINANCE AND CORPORATE SERVICES DEPARTMENT
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	November 13, 2002	**Prepared by:**	T. Hewitson 546-4159 M. Di Santo 540-6247

SUBJECT: 2003 Reassessment & Tax Policy Update (FCS02123) - (City Wide)

RECOMMENDATION:

That report FCS02123 "2003 Reassessment & Tax Policy Update" be received for information.

for

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

This information report is presented to provide Council with some key information pertaining to the forthcoming 2003 reassessment. This report reviews the tax policy tools available to municipalities, as well as provides a brief history of the changes/improvements the City of Hamilton has made over the last two reassessments (1998 and 2001).

It is expected that staff will receive preliminary assessment data from the Municipal Property Assessment Corporation (MPAC) in late November. Based on this information, staff will be able to report on the preliminary financial impacts of the reassessment early in 2003. Similar to previous reassessments, it is expected that shifts will occur both between property classes and former area municipality.

Being a reassessment year, the Province will be prescribing new education tax rates (both residential and non-residential), as well as revising the tax ratio threshold limits. It is expected that the timetable for this and other regulations is to be March 2003. Shortly after receiving these regulations, staff will provide final recommended tax policies and reassessment impacts.

BACKGROUND:

Similar to 1998 and 2001, 2003 is a reassessment year. Moving forward there will be a reassessment every year, with properties valued on a three year rolling average by 2006. For the 2003 taxation year, assessments will be updated to reflect June 30, 2001 property values. The Municipal Property Assessment Corporation (MPAC) is expected to release preliminary data sometime in November, to coincide with the mailing out of the property assessment notices. Shortly after this information is released, staff will be in a better position to present general trends on assessment shifts between property classes and former area municipality.

2001 Reassessment Impacts

The following table highlights the changes in current value assessment resulting from the previous reassessment in 2001.

NEW CITY OF HAMILTON
2001 CVA REASSESSMENT:
COMPARISON OF CHANGES IN CURRENT VALUES

	Residential	Multi-Residential	Total Commercial	Total Industrial	Farmland
Stoney Creek	6.8%	7.7%	11.0%	10.4%	23.2%
Glanbrook	7.8%	4.2%	3.1%	16.0%	22.8%
Ancaster	9.1%	11.7%	9.5%	4.4%	26.9%
Hamilton	6.9%	6.4%	2.2%	-6.2%	-9.1%
Dundas	8.6%	5.6%	7.7%	9.4%	29.1%
Flamborough	12.1%	8.1%	3.5%	-2.9%	23.2%
Total	**7.8%**	**6.5%**	**3.9%**	**-3.1%**	**23.6%**

An increase in current value assessment does not necessarily mean an increase in taxes. In general, if an individual's property value increases higher than average, then that property will experience a reassessment tax increase. The reverse would occur if a property had a lower than average value increase. In total, property tax revenues before and after a reassessment remain the same. This is highlighted in the following table.

2001 CVA Reassessment Impacts
Changes in Total Taxes

	Residential	Multi-Residential	Total Commercial	Total Industrial	Farmland	Total
Stoney Creek	-0.1%	-0.9%	3.7%	11.6%	14.7%	**2.5%**
Glanbrook	0.9%	-4.0%	1.5%	11.4%	15.4%	**1.5%**
Ancaster	1.7%	4.1%	-2.2%	7.6%	19.6%	**0.8%**
Hamilton	1.2%	0.2%	-1.8%	-6.5%	-14.7%	**-0.9%**
Dundas	2.0%	-3.1%	3.6%	11.7%	21.1%	**2.0%**
Flamborough	4.5%	-0.9%	-0.4%	-5.1%	15.0%	**2.9%**
Total	**1.4%**	**0.0%**	**-1.0%**	**-3.6%**	**15.7%**	**0.0%**

As shown above, reassessment does not result in a change in total taxes levied. However, the impact of the 2001 reassessment did result in a shift in taxes from the former City of Hamilton to the other municipalities, as well as a shift from the commercial and industrial property classes to the residential and farm property classes.

Assessment Growth

The following table highlights the growth experienced in the City of Hamilton over the last five years. On average, total growth is approximately 1% per year. The largest growth has been in the Commercial sector, averaging approximately 2% per year. Conversely, the Multi-Residential property class has reduced every year.

	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003*
Residential	1.3%	1.8%	1.5%	1.3%	1.0%
Multi-Residential	-0.1%	-1.2%	-1.7%	-1.4%	-0.2%
Commercial	2.6%	1.5%	2.3%	1.7%	2.6%
Industrial	-2.3%	2.1%	0.6%	-1.3%	-0.2%
Total	**1.0%**	**1.4%**	**1.2%**	**0.8%**	**1.0%**

* preliminary

ANALYSIS OF ALTERNATIVES:

Tax Policy Tools

The following section provides a brief description of the various tax tools available to municipalities. These policies will be reviewed once the assessment information is provided by MPAC. Staff will present the financial analysis and bring forward recommendations for Council's consideration in 2003.

Capping

The former Region of Hamilton-Wentworth was required to institute capping in 1998 to 2000 under the 10,5,5 Provincial Legislation (Bill 79). In 2001, the Province mandated a 5% limit on reform-related tax increases for the Multi-Residential, Commercial and Industrial property classes (Bill 140). This limit remains in place until a property reaches current value assessment. The new 5% cap established in 2001 gives municipalities greater flexibility in funding the program, in that the caps on properties increasing do not need to be funded from properties decreasing in the class. Municipalities may fund the cap through the claw-back of decreases from the applicable classes, through tax increases spread out to all property classes, through other funding sources or a combination thereof.

The following table identifies the capping and clawback requirements from 1998 to 2002. As shown in the table, additional funding was required to reduce the amount "clawed back". As stated in report FCS02080 entitled "Commercial/Industrial/Multi-Residential Capping", projections indicate that clawbacks will likely not be required in 2003 and that annual funding requirements can be reduced. This is dependent on the results of 2003 assessment changes.

	1998	**1999**	**2000**	**2001**	**2002**
	$ Millions				
Capping	$31.6	$28.1	$23.7	$20.2	$10.8
Clawback	$24.6	$23.1	$17.8	$14.3	$0.9
Funding from General Levy	$4.0	$4.0	$4.0	$4.0	$4.0
Provincial Contribution	$3.0	$1.0			
One-time CRF bonus grant			$1.9	$1.9	$1.9
Community Trust Panel					$4.0

The City's entire tax capping and clawback system will have to be reviewed based on the impacts of the 2003 reassessment.

Phase-ins

This tool allows municipalities to phase-in tax changes in an effort to provide property owners with time to adjust to their new tax burden. This program can be funded from within the class or through budgetary provisions, and, starting in 2001, can include total tax changes, not simply reform-related changes. Municipalities have the option of phasing in tax changes over a period of up to eight years.

The former Region of Hamilton-Wentworth established a three-year phase-in program in the Residential property class in 1998. In 2001, the City of Hamilton established a five-year phase-in program for the Residential class, which results in residential properties paying full CVA in 2005. The following table shows the annual resulting tax impacts by area municipality after the 2001 phase-in program.

PROJECTED ANNUAL TAX IMPACT ON RESIDENTIAL & FARM PROPERTY CLASSE
AFTER PHASE-IN PROGRAM

	Ancaster	Dundas	Flam.	Glanbrk	Stny Crk	Hamilton	Total
2001	1.9%	0.1%	2.4%	1.6%	0.1%	0.1%	0.5%
2002	1.9%	0.1%	2.4%	1.5%	0.1%	0.1%	0.5%
			.. to be reviewed..				
2003	1.5%	0.0%	1.9%	1.2%	0.0%	-0.1%	0.3%
2004	1.1%	-0.2%	1.4%	0.9%	-0.1%	-0.2%	0.1%
2005	0.9%	-0.2%	1.2%	0.6%	-0.1%	-0.2%	0.1%

Staff will review the existing program and bring forward recommendations in the new year in light of potential reassessment impacts. Depending on the impacts of the new reassessment, staff will look at the following options:

- Maintain the current program and not phase-in 2003 impacts
- Rescind the current program and establish a new program for 2003
- Maintain the current program and establish a second program for 2003

Tax Ratios

Tax ratios define the tax rate of each property class in relation to the tax rate for the residential/farm property class. The Province prescribed tax ratios in 1998. These ratios where frozen from 1998-2000.

In 2001, the Province instituted restrictions on municipal levy increases for municipalities with tax ratios above the Provincial average threshold ratios. These threshold ratios were prescribed for the Multi-Residential (2.74), Commercial (1.98) and Industrial (2.63) property classes. As the City of Hamilton was above these ratios for all three property classes, Council approved the lowering of the multi-residential, commercial and industrial tax ratios. The ratios were further reduced in 2002. These reductions were a result of the BTR plan and were required in order to comply with the restrictions resulting from levy increases (since above the threshold ratios).

The following table illustrates how the City of Hamilton has lowered its tax ratios in an effort to move towards the Provincially legislated "Ranges of Fairness" and threshold ratios.

Property Class	**1998-2000**	**2001**	**2002**	**Ranges of Fairness**	**Threshold Ratios**
Multi-Residential	3.0614	2.9990	2.8326	1.0 – 1.1	2.74
Commercial				0.6 – 1.1	1.98
Residual	2.5756	2.4256	2.2420		
Office Building	2.5756	2.4256	2.2420		
Shopping Centre	2.4636	2.4256	2.2420		
Parking Lot/Vacant Land	2.5756	2.4256	2.2420		
Industrial				0.6 – 1.1	2.63
Residual	3.9654	3.8354	3.5621		
Large	4.7170	4.5624	4.1770		

Comparing the existing tax ratios with those in place in 1998, the City of Hamilton has reduced the multi-residential tax ratio by 7.5%, the commercial tax ratio by 13%, residual industrial tax ratio by 10.2% and large industrial tax ratio by 11.4%. Having done so however, the City of Hamilton is still above both the ranges of fairness and the threshold ratios. As long as the City remains above these threshold ratios, any municipal tax levy increase will be borne by the residential property class. New threshold ratios are expected to be released in 2003.

During the strategic planning exercise in 2002, Council identified business tax competitiveness as a high priority and committed to reducing tax ratios to the provincial threshold over the next three years. This would require approximately an $8 million annual cut in business taxes over the next three years (assuming no municipal levy increase) funded by a 2% increase in residential taxes over the same time period. Due to significant ongoing budget pressures, this plan is contingent on annual review during budget deliberations. For 2002, only $3.1 million from assessment growth was utilized towards this plan.

Commencing in 2003, the Province is intending to allow municipalities to set the farmland tax ratio less than the current province-wide amount of 25% of the residential tax ratio.

Optional Property Classes

The Province has established five optional classes – New Multi-Residential, Office Building, Shopping Centre, Parking Lot & Vacant Land and Large Industrial. There are pros and cons associated with establishing optional property classes. Establishing optional classes provides additional flexibility to tax properties within these classes at a different rate compared to the residual class. Having said this however, setting up additional classes moves a municipality further away from full tax equity across all classes, creating a greater number of diverse tax rates. The optional property classes are arbitrary and difficult to support/justify from a fairness or municipal cost perspective. It should also be noted that establishing optional classes does not reduce taxes collected in the broader class, it simply shifts taxes from one type of commercial/industrial class to another.

In 1998, the former Region of Hamilton-Wentworth Council approved the establishment of the Shopping Centre, Parking Lot & Vacant Land and the Large Industrial optional classes. These were approved prior to the Province mandating the capping scheme, which essentially nullified much of the impact associated with establishing optional classes. These optional classes remained until the next reassessment in 2001, at which time staff reviewed their validity.

The Shopping Centre class established in 1998 was created to lower the tax impact on malls, which were experiencing large tax increases. This was done by setting the tax ratio for the Shopping Centre class below that of the residual commercial class. For 2001, Council approved the removal of the Shopping Centre class, which increased the tax burden on malls. This was recommended in order to help equalize the relative tax burdens between the downtowns and suburban areas (where many of the shopping centres are located). As a result, downtown shopping establishments (including malls) pay taxes on a similar basis as suburban malls.

The Parking Lot & Vacant Land class was maintained as a policy tool to discourage demolitions and promote development/redevelopment activity, while the Large Industrial class was maintained to avoid large tax increases on the residual industrial class. When originally adopted in 1998, the Large Industrial class was meant to be a temporary measure, therefore, staff have continued to investigate ways to phase-out this optional class. This is currently being achieved through tax ratio reductions (discussed in the previous section).

The New Multi-Residential optional class was also established in 2001 after the Province increased the term of preferential tax treatment from 8 years to 35 years. The lower rate of taxation associated with this class was done to encourage the development of additional new multi-residential properties. The optional classes remained unchanged for 2002.

The deadline for establishing optional property classes is October 31 of the year preceding the tax year. This deadline will be extended for 2003 due to the reassessment. Staff will analyze the impacts of removing/establishing optional classes once assessment data is released by MPAC.

Graduated Tax Rates

Graduated tax rates (also known as banding) allow municipalities to establish up to three different tax rates within the commercial and industrial property classes and tier the taxes paid based on municipally defined thresholds. This tool provides municipalities with the ability to protect lower valued commercial and industrial properties by applying a lower tax rate for the first band of assessment on every property within the class. This program is self-funded within the class, and as such, by providing a lower tax rate below a threshold, increases the tax rate above the threshold. The former Region of Hamilton-Wentworth established graduated tax rates in both the residual commercial and industrial property classes in 1998-2000. This policy, similar to optional property classes, was established prior to the Province mandating the capping of business taxes.

During the 2001 reassessment, Council approved the removal of graduated tax rates. Due to the mandated 5% cap on the commercial and industrial property classes, this tool became redundant. The added administration and complexity of graduated tax rates were also contributing factors to this tool being discontinued. Another factor which made graduated tax rates redundant was the City's aggressive tax cutting measures achieved through the BTR Plan.

Municipal Tax Reductions

This tool replaces the former rebate tool under section 442.2 of the Municipal Act. Municipalities can reduce the taxes of Multi-Residential, Commercial and Industrial properties by processing a reduction on the tax bill rather than issuing a rebate. If established, this tool is fully funded by the municipality, as the cost is not shared by the school boards. Since 2001, the City has chosen to deliver business tax cuts through lower tax rates, which are more visible, and therefore more effective, than reductions delivered as rebates on the tax bill.

Business Tax Reduction (BTR) Plan

Commencing in 2001, the City of Hamilton embarked on an aggressive Business Tax Reduction Plan which resulted in significant reductions in taxes for the Multi-Residential, Commercial and Industrial property classes. In 2001, the BTR plan reduced taxes in these three sectors by $24.6 million (including reductions in tax clawbacks). This was done primarily through amalgamation savings, matching contributions from the Province and through a reduction of the business education tax rate.

In 2002, the BTR plan focussed on the commercial and industrial property classes, as provincial matching was not available for the multi-residential class. A $3.1 million municipal contribution (funded by assessment growth) was therefore targeted strictly to the commercial and industrial property classes. In addition, $4.0 million from the Hamilton Future Fund was used to reduce tax clawbacks, and the Province agreed, for the first time, to match this type of municipal reduction. When combined with the matching contributions from the Province and the further reduction of the business education tax rate, this resulted in a $18.7 million tax reduction in the commercial and industrial property classes.

The following table shows the BTR cuts to date. The combined municipal and provincial contributions result in $43.3 million in cuts over the last two years. Six million of these funds were used to reduce the amount "clawed back" due to capping.

BTR Cuts	**2001**	**2002**	**Total to date**
	$ millions		
Municipal	$12.3	$7.1	**$19.4**
Provincial:			
Matching ($ for $)	$ 5.9	$ 7.1	**$13.0**
Business Education Cuts	$ 6.4	$ 4.5	**$10.9**
	$12.3	$11.6	**$23.9**
Total BTR	**$24.6**	**$18.7**	**$43.3**

Education taxes

As part of the 2003 reassessment, the Province will introduce new education rates both for the residential and the non-residential property classes. These education rates are expected to be lower than those prescribed in 2002. This is due to the re-stating of the tax rate as required in a reassessment, as well as further Business Education Tax (BET) reductions. In addition, the Province needs to deliver the final 10% reduction to residential education tax rates that it promised in the 1999 Ontario Budget. The Province has committed to completing the residential and business education tax rate reductions by 2004 and 2005 respectively.

The Province is committed to reducing business education tax rates through its Business Education Tax (BET) cuts. For those municipalities above the provincial average tax rate (3.3% in 1998, revised to 2.65% in 2002), the Province agreed to an eight-year phase-in. However, the Province does not plan on moving those municipalities below the provincial average. As a result, even though the business education tax rates have fallen, the City of Hamilton continues to be at a competitive disadvantage compared to some of its neighbouring municipalities that are well below the provincial average.

The following table highlights the education rates prescribed from 1998 to 2002.

	1998	**1999**	**2000**	**2001**	**2002**	**% Change (98-02)**
Residential/Multi-Residential	0.460%	0.414%	0.414%	0.373%	0.373%	**-18.9%**
Commercial*	3.277%	3.277%	3.275%	2.935%	2.701%	**-17.6%**
Industrial*	5.016%	4.541%	4.095%	3.563%	2.861%	**-43.0%**
Large Industrial	5.833%	5.263%	4.746%	4.239%	3.354%	**-42.5%**
* average rate of banded residual class for 1998-2000						

The Province implemented accelerated business education tax cuts in Hamilton in 2000, 2001 and 2002 in an effort to match the City's own municipal tax cuts.

Other Tax Policy Issues:

Staff will review the following policies and bring forward recommendations to Council early in 2003.

Relief for Low-Income Seniors & Disabled Homeowners
Starting in 1998, municipalities were required to provide property tax relief for assessment-related tax increases to low-income senior and disabled homeowners. This is a mandatory program, yet the amount and form of the relief is at the discretion of the municipality. The Municipal Act was later amended to expand the eligible amount of relief provided to allow the inclusion of municipal levy increases, not just reassessment-related tax increases. A tax deferral program has been in place in Hamilton since 1998.

Rebates to Charities
Municipalities are required to provide eligible charities with rebates of at least 40% of their property taxes. This is a mandatory program which is cost shared with the Province. The City has provided a 40% rebate program since 1998.

Relief from Hardship
This tool gives municipalities the option of providing property tax reductions or refunds to owners of residential, farm or managed forests property if the taxes on the property are "unduly burdensome" as defined by the municipality. This is not a mandatory program, and if established, the amount of relief and eligibility criteria is at the discretion of the municipality. If established, the cost of the relief would be shared by the Province. The City implemented its reformed Seniors Tax Rebate program (of $125 per household for low-income seniors) under this provision of the Municipal Act.

Heritage Tax Rebate

Through Bill 127, which received royal accent in December 2001, the Province has given municipalities the ability to provide property tax relief to heritage buildings in an effort to encourage their restoration and preservation. This program is not mandated, but if passed by the municipality, tax relief (either in the form of a reduction or refund) must be between 10 and 40 percent of the taxes levied on the property. The Province will fund the education portion by the same percentage.

To be eligible for tax relief under this program, a property must be:

- designated under Part IV or Part V of the Ontario Heritage Act; and
- subject to an agreement respecting the preservation and maintenance of the property (the agreement may be an easement under the Ontario Heritage Act or another form of agreement specified by the local municipality); and
- complies with any additional eligibility criteria set out in the by-law by the local municipality

If this program is established, the municipality may apply different percentages to different property classes or types of properties, may specify a minimum or maximum amount, may specify additional criteria and may also establish procedures for application.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Staff will report back to Council on the financial implications of the 2003 reassessment and the various tax policy tools early in 2003. These tax policy tools should be seen as temporary mitigation tools to avoid large tax increases due to reassessment, as relief on one property class simply shifts more burden onto another.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Staff consulted with MPAC and the Ministry of Finance.

CITY STRATEGIC COMMITMENT:

The use of tax policy tools is directly linked to Council's strategic commitment of creating a tax competitive environment.

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MUNICIPAL DOCUMENT

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-040

Tuesday, November 19, 2002

9:30 a.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. ADOPTION OF MINUTES

2.1 November 12, 2002 (to be distributed)

3. DELEGATION REQUESTS

None

4. CONSENT ITEMS

4.1 Amendments to By-law No. 01-084 to Appoint Municipal Law Enforcement Officers (FCS02121)

4.2 Enterprise Zone - Application EZ02/005 (25 Hughson Street South) (PD00139(i) (Ward 2)

4.3 Removal of Holding Symbol for 374 Mohawk Road East - Pizza Pizza Limited, c/o Jesse Rudy (Ward 7) (PD02231)

4.4 International Village Business Improvement Area (B.I.A.) Proposed Budget and Schedule of Payment for 2003 (PD02230) (Affects Ward 2)

4.5 To Incorporate Certain City Land into Various streets by By-law (TOE02202) (Wards 7 and 12)

4.6 All-Way Stop Control at Dulgaren Street and Eleanor Avenue, and Brenda Street and Eleanor Avenue (TOE02206) Ward 7)

5. PRESENTATIONS

5.1 "Building a Stronger Foundation" - Official Plan and Zoning By-law Work Plan (PD02179) (FCS02110) (City Wide)

5.2 City of Hamilton Population, Household and Employment Projection Scenarios (PD02232) (City Wide)

DISCUSSION ITEMS

6. CITY MANAGER

None

7. COMMUNITY SERVICES

None

8. CORPORATE SECRETARIAT

None

9. ECONOMIC DEVELOPMENT

None

10. FINANCE AND CORPORATE SERVICES

None

11. HUMAN RESOURCES

None

12. PLANNING AND DEVELOPMENT

12.1 Reconciliation of Rural Land Severance Policies in the Present Regional and Area Municipal Official Plans, (Follow up to HSC Outstanding Business List, Items AA and LL, as of October 23, 2002) (PD02211) (Wards 9, 11, 12, 14 and 15)

12.2 Joint Local Transfer Plan - Community Consultation on Social Housing (CCCSH) Report on Areas of "Municipal Flexibility" (PD01061(d) (City Wide)

12.3 Request for the Elimination of the Requirement for Sidewalk on Wainwright Boulevard (PD02210) (Ward 13)

12.4 Enterprise Zone - Application EZ02/003 (135 Hunter Street East) Weisz (PD00139(j)) (Ward 2)

13. SOCIAL AND PUBLIC HEALTH SERVICES

None

14. TRANSPORTATION, OPERATIONS AND ENVIRONMENT

14.1 Durand Neighbourhood Traffic Study Environmental Assessment (TOE02204) (Affects Primarily Ward 2 and Has Minor Implications on Ward 1)

14.2 Greenhill Energy Recovery Project (TOE02205) (City Wide Implications)

14.3 D.A.R.T.S. Contract Renewal - Consideration of an Alternate Service Delivery Option (TOE02207) (City Wide)

15. JOINT DEPARTMENTAL REPORTS

15.1 Draft Safe Drinking Water Act, 2002

16. REPORTS BY SUB-COMMITTEES

None

17. MOTIONS

None

18. NOTICES OF MOTIONS

None

19. GENERAL INFORMATION

None

20. PRIVATE AND CONFIDENTIAL

20.1 Legal Services File Nos. 100-28/99.8; 100-28/99.5 and 100-28/01.11 (City Wide)

20.2 Police File No. 1000-28/01/10 (City Wide)

20.3 Personnel Matter

21. ADJOURNMENT

OUTSTANDING BUSINESS

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
A.	Report on Colliers Recommendations – HECFI Facilities	March 28/01	Community Services		2002 - Q1
B.	Demolition of 226 Avondale Street	April 25/01	N/A		TABLED by Ward Councillor
C.	Toll for Red Hill Creek Expressway	Nov 21/01	TOE/Finance	Staff to bring a report back on option for tolling Red Hill Creek Expressway	Awaiting Provincial Regulations
D.	Spreading of Biosolids	Nov 21/01	Transportation and Environment	TABLED pending Staff report	
E.	Urban Boundary	Dec 4/01	Planning & Development	Referral by HSC for staff to report back to COW	2002 – Q2
F.	Community Safety Zones	Dec5/01	Transportation and Environment	Referred back to staff for further consideration	2002 – Q2
G.	People's Panel	Dec5/01	TBD	Staff to report back on financial and staffing implications, selection process, terms of reference and implementation timeline	
H.	Aquafit Seniors/Disabled Fees	March 5/02	Community Services	Staff to prepare critical analysis	
I.	Council Communication - Residential Care Facilities	Jan. 23/02	Social and Public Health Services	Referred to staff for comments	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
J.	Strategy to attract Factory Outlet stores	Feb. 13/02/further updated on August 6/02	Economic Development	Staff to bring implementation plan to Committee	
K.	Strategy for prioritizing abandoned industrial and commercial warehouse structures	Feb. 13/02 Aug. 13/02 follow-up request made	CMT	Staff to bring implementation plan to Committee	
L.	Revenue issues regarding billings and chargebacks	HSC - February 20/27	Finance and Corporate Services	Referred to staff for a report back	December 2002
M.	Shortage of Area Doctors	March 6/02 Council	Social and Public Health	Staff to report back on shortages	
N.	Remuneration and Expenses	March 5/02	Finance and Corporate Services	Staff to report back in future reports highlighting offsetting revenues which create a net expenditure, consultation with Councillors, indication of expenses authorized as Council expenses	March 2003
O.	Pest Control	May 7/02	Planning and Development	Staff to report back on control of pests/rodents prior to demolition permit issued	
P.	Hannon Post Office	May 7/02	Corporate Secretariat	Staff to report back on possibility of address changes that align with telephone exchanges	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Q.	Correspondence from Hamilton District Labour Council/HUC Corporation Position Paper	Apr. 30/02	F&CS and HUC	Staff to bring report back	
R.	HR Matters	May 7/02	Economic Development	Staff to report back	
S.	Municipal Tax Competitiveness Study	May 23/02	Finance and Corporate Services	Referred to a Future COW in September	Nov./02
T.	Options for returning profits - Hydro	June 10/02	Finance and Corporate Services	Staff to report back with options for returning profits	
U.	Capital Program to modify mountable curb driveway approaches	July 2/02	TOE	Three sections tabled pending public consultation	
V.	Roles and Responsibilities of Committee of Adjustment	July 2/02	Planning and Development	Tabled pending further consultation with the community and report back on policy addressing political influence	
W.	Uncovered crossovers on highways	August 6/02	Risk Management and Legal	Staff to bring report back on uncovered crossovers on highways	
X.	Delivery of ambulance services, response times, standards, dispatch	August 6/02	Chief Peace	Staff to bring report back on status of delivery	
Y.	Floating Casino - West Harbour	August 13/02	Legal Services	Staff to report back on feasibility of securing a casino license for floating casino	Nov./02

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Z.	Downtown cleanliness	August 13/02	TOE	Staff to report back on how much it cost to keep the downtown clean prior and during FCM	
AA.	Correspondence from Ministry of Transportation respecting Highway 6 from Highway 5 to Concession	Council Communication of July 10, 2002	TOE	Staff to report back to Committee of the Whole	
BB.	Petition - reduction in speed on Leeming Road	Council Communication of August 14	TOE	Staff to report back to Committee of the Whole	
CC.	Correspondence from Municipality of Niagara respecting Water Quality Protection Strategy	Council Communication of August 14, 2002	TOE	Staff to report back to Committee of the Whole	
DD.	Correspondence from Mr. Reginald Beaudry respecting Tree Species List	Council Communication of September 11, 2002	Community Services	Staff to report back to Committee of the Whole as part of the Forestry Management Plan exercise	
EE.	Hamilton Future Fund	Sept. 10/02	Finance and Corporate Services	Staff to provide monthly reports to Council and Trustee Panel on the approved projects to assist in monitoring	Ongoing
FF.	Services Review - City Maintenance Operations	Sept/10/02	City Manager	City Manager to provide ongoing and final reports to Council on behalf of the Services Review Committee	Ongoing

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
GG.	Report of the Accommodations Study Sub-Committee	Sept. 10/02	Community Services	A meeting of the sub-committee to occur. Staff directed to report back	Nov./02
HH.	Motion - ODSP Bus Pass	Sept. 10/02	Social and Public Health	Staff to report back on feasibility of a subsidy program	
II.	Fee Waiver Policy	Sept. 10/02	Community Services	Staff to report back as part of the annual budget on the extent to which the City subsidizes third party use	Budget Deliberations
JJ.	Hamilton's Wastewater System	Sept. 17/02	TOE	Staff to investigate possible partnership re: dredging of the Windemere basin, Updates on compliance, overstrength and surcharge agreements	
KK.	Subsection g) HMRF/HWRF Pension Administration Sub-Committee Report	Sept. 24/02	COW	Tabled pending delegation from Hamilton Police Association appearing at HSC	October/02
LL.	Development charges and building permit fees for the Hamilton Regional Cancer Centre and St. Joseph's Healthcare	Sept. 17/02	City Manager/ Finance and Corporate Services/ Planning and Development	Deferred for one month	November/ 02
MM.	By-law to regulate postering of signs on public property	Sept. 17/02	TOE & FCS	Staff to prepare by-law to regulate	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
NN.	Memorandum respecting Taro CLC	Oct. 22/02	TOE	Staff to report back on the legal and enforcement issues surrounding the CLC, council's involvement and certificate of approval	
OO.					
PP.					

SECTION 2

SECTION 3

SECTION 4

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

4.1

FINANCE AND CORPORATE SERVICES
Corporate Management Services

Report to: Mayor and Members Committee of the Whole
Submitted by: Joseph L. Rinaldo General Manager
Date: 28 October, 2002
Prepared by: Paola Pianegonda (4279)

SUBJECT: Amendments to By-law No. 01-084 to Appoint Municipal Law Enforcement Officers. (City Wide) (FCS02121)

RECOMMENDATION:

(a) That the following persons be appointed as Municipal Law Enforcement Officers, pursuant to Section 15(1) of the Police Services Act R.S.O. 1990, Chapter P15:

Marty Hazell
Susan Reeder
Ellen Enriquez
Shaun Stanley
John McManus
Dan Little
Peter Ilic
Christine Fullarton
William Young
James Gubbins
Philicia D'Ariano
Sharla Sutherland
Jim O'Donnell
Fred Evans
Les Kitson
Shaena McMullen
Michael Bain
Maurice Edwards
Dean Vandermealen
Art Dubois
Brian Concannon
Kashif Khan

(b) That the appointments of the following persons be revoked:

Morris Edwards
Craig Saunders
David Lake
John Vollmer
Elaine Theoret
Mike Palango
Candice Corbine-Salmon
Charles Eke
Diane Buist
Guruveer Sangha
Neil Brittan
George Babcock
George Thompson
Paul Sertic
Douglas Longboat
Laurie Bizior
Wanita Flokstra
Judy Bailey
Brenda Dawson

(c) That an appropriate by-law in the form attached hereto as Appendix "A" to Report FCS02121, to amend By-law No. 01-084 accordingly be passed and enacted.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance and Corporate Services

EXECUTIVE SUMMARY:

Due to staffing changes within the City's Parking Control section, the Canadian Corps of Commissionaires and the Hamilton Burlington Society for the Prevention of Cruelty to Animals, it is appropriate and necessary to appoint the persons set out in recommendation (a) as Municipal Law Enforcement Officers and repeal the appointments of those persons set out in recommendation (b). Recommendation (c) represents the consecution of recommendations (a) and (b).

BACKGROUND:

The persons set out in recommendation (a) include staff of the City's Parking and Enforcement Operations, the Canadian Corps of Commissionaires and the Hamilton Burlington Society for the prevention of Cruelty to Animals. The Corps and the H.S.P.C.A. have contractual relationships with the City under which enforcement services are provided. The appointment of the aforesaid persons as Municipal Law Enforcement Officers will facilitate the enforcement of municipal by-laws regulating parking, and animal control. The appointments and repeals of appointments are necessitated by the promotion, transfer, or hiring of staff by the City and the transfer, hiring and termination of staff by the S.P.C.A. and the Corps.

ANALYSIS OF ALTERNATIVES:

Concluding that the recommended appointments are not warranted would result in decreased efficiency respecting the enforcement of the aforesaid municipal by-laws and would be inconsistent with Section 207(45) of the Municipal Act and Section 15(1) of the Police Services Act.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial Implications

Staff anticipates no increase in operating costs or revenues beyond those included in the current budget estimates.

Staffing Implications

Approval of the recommendation will result in no change in the current municipal enforcement staff complement.

Legal Implications

The subject appointments will provide for the lawful enforcement of existing municipal by-laws under provisions of the Provincial Offences Act. Recommendation (b) merely recognises that the persons set out therein no longer enforce municipal by-laws pursuant to By-law No. 01-084.

POLICIES AFFECTING PROPOSAL:

The above recommendation is in compliance with extant corporate policies respecting the promotion and transfer of staff and the appointment of contract employees as Municipal Law Enforcement Officers.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

No consultation warranted.

CITY STRATEGIC COMMITMENT:

Health Impacts

No health impacts

Social Impacts

The recommendation contained in this report is consistent with the City's Strategic Plan Section 2 whereby quality services are provided which residents can rely on in support of the community's quality of life.

Environmental Impacts

The enforcement of municipal by-laws is consistent with the City's goal of maintaining a Healthy, Safe and Green City under Strategic Plan Section 3(f) by improving the safety.

Economic Impacts

The recommendation is consistent with the City's Strategic Plan Section 5(b) by facilitating "Best Practices - Best Value" with respect to service quality and community priorities.

PP/MBH/PP

Authority: Item , Name of Committee
Report
CM: Date

Bill No.

CITY OF HAMILTON

BY-LAW NO 02-

TO AMEND BY-LAW 01-084 BEING A BY-LAW TO APPOINT MUNICIPAL LAW ENFORCEMENT OFFICERS FOR THE CITY OF HAMILTON

WHEREAS Section 15(1) of the Police Services Act R.S.O. 1990, c.P.15, as amended, authorizes the council of any municipality to appoint one or more Municipal Law Enforcement Officers, who shall be peace officers for the purposes of enforcing the by-laws of the municipality;

AND WHEREAS Section 207(45) of the Municipal Act R.S.O. 1990, c.M.45, as amended, authorizes the council of any municipality to appoint certain officers or such officers and employees as may be necessary for the purposes of the corporation, or for carrying into effect any Act or Legislature or by-law of the Council, and for fixing their remuneration and prescribing their duties, and the security to be given for the performance of them;

AND WHEREAS Section 210(46) of the Municipal Act, as amended, provides that local municipalities may pass by-laws to authorize appointed officers to enter property to ascertain whether the by-law is obeyed and to enforce and carry into effect the by-law;

AND WHEREAS the Council of the City of Hamilton, on the 15th day of May, 2001, did pass and enact By-law No. 01-084, being a by-law to appoint Municipal Law Enforcement Officers for the City of Hamilton;

AND WHEREAS it is necessary to amend By-law No. 01-084;

NOW, THEREFORE, the Council of the City of Hamilton enacts as follows:

1. Schedule A of By-law No. 01-084 is hereby amended by adding thereto the following names:

"Marty Hazell
Shaena McMullen
James Gubbins
Ellen Enriquez
William Young
Susan Reeder
Michael Bain
Philicia D'Ariano

Maurice Edwards
Sharla Sutherland
John McManus
Art Dubois
Fred Evans
Peter Ilic
Kashif Khan
Shaun Stanley
Dean Vandermealen
Jim O'Donnell
Dan Little
Brian Concannon
Les Kitson
Christine Fullarton"

and by deleting therefrom the following names:

"Morris Edwards
Paul Sertic
Diane Buist
David Lake
Laurie Bizior
Neil Brittan
Elaine Theoret
Judy Bailey
George Thompson
Candice Corbine-Salmon"
Charles Eke
Craig Saunders
Douglas Longboat
Guruveer Sangha
John Vollmer
Wanita Flokstra
George Babcock
Mike Palango
Brenda Dawson

2. Subject to the amendments made in this By-law, in all other respects, By-law No. 01-084, including the Schedule thereto, is hereby confirmed unchanged.

3. This By-law shall come into force and effect on the date of its passing and enactment.

PASSED AND ENACTED this day of , 2002

Mayor

City Clerk

AFFECTS
WARD 2

CITY OF HAMILTON

4.2

PLANNING AND DEVELOPMENT DEPARTMENT
Downtown Renewal Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002 EZ02/005	**Prepared by:**	Gord Moodie (905) 546-3934

SUBJECT: Enterprise Zone - Application EZ02/005 (25 Hughson Street South) (PD00139(i)) - (Ward 2)

RECOMMENDATION:

That Brantview Place Inc.'s proposed Phase One of a two (2) phase office building improvement at 25 Hughson Street South (Application EZ02/005) be accepted by the City as an eligible project for consideration and application of the Enterprise Zone's Municipal Realty Tax Incentive Rebate Program, in accordance with program terms.

Lee Ann Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

Report PD00139(i) summarizes an application for a municipal realty tax incentive rebate under the terms of the City's "Municipal Realty Tax Incentive Grant Program" for businesses located within the "Enterprise Zone" of Downtown Hamilton. The application, submitted by Turkstra Mazza, representing Brantview Place Inc, relates to its property municipally known as 25 Hughson Street South, Hamilton. The location is illustrated in Appendix "A" to Report PD00139(i). The proposed development involves a two-storey office building.

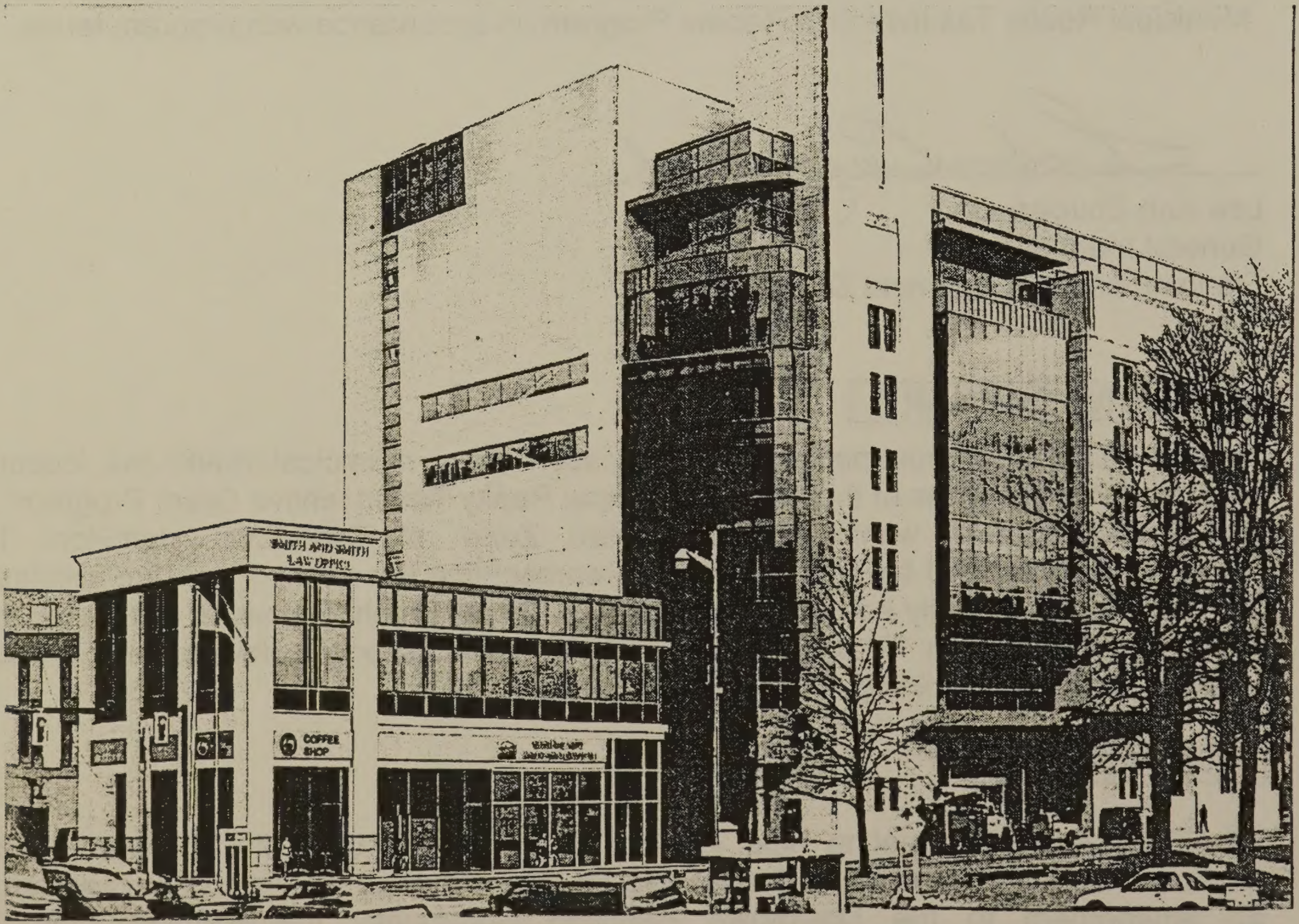
BACKGROUND:

City Council, at its meeting held August 22, 2002, approved the Enterprise Zone Municipal Realty Tax Incentive Grant Program. The Province approved this program as an amendment to the Downtown Hamilton Community Improvement Plan, on October 22, 2001. The program has since been expanded to the full limits of the Downtown Hamilton Secondary Plan.

As staff is administering this program, where applications which may be considered eligible under the program are received, such applications' proposed projects will be recommended for Council direction as to whether or not a proposed improvement project is acceptable to the City under this program.

Subsequently, when the proposed project's improvements have been carried out by an applicant, the improvement's effect (if any) on assessment and on realty taxes, will be reviewed by staff. A further report would then be submitted for Council's consideration of an amount of a Municipal Tax Rebate Grant (if any) that may, under our program, be paid over a ten (10) year period.

The Brantview Place Application (EZ02/005) regarding its property known as 25 Hughson Street South, proposes construction of a two-storey office building at an estimated cost of $635,000.00. Staff has been advised that the development will be engineered to accommodate future intensification of the site in the form of additional building floors. Such intensification conforms to the policies of the Downtown Hamilton Secondary Plan. The application is accompanied by construction estimates. The property's location at 25 Hughson Street South, Hamilton, is within the Enterprise Zone of the Downtown Hamilton Community Improvement Plan.


SMITH AND SMITH LAW OFFICE
COFFEE SHOP

ANALYSIS OF ALERNATIVES

Adoption of the above recommendation is a preliminary and conditional step by the City in respect of the said application for funding under the terms of the program. This step is preliminary only, because it is not possible to determine in advance of construction, with accuracy, what rebate, if any, under this program, applicants may qualify.

If the above recommendation is adopted to accept the said project as an eligible project, staff will continue to administer and process this application. Processing of the application will include a Letter of Understanding between the City and the applicant regarding the proposed eligible works and the terms of the Municipal Realty Tax Incentive Program to be fulfilled before this applicant's property may qualify to be awarded a grant at Council's discretion.

The applicant will also be required to acknowledge that the amount of the grant (if any), is at Council's discretion, and further, that there would be no grant at all unless assessment and realty taxes are increased by the said improvements, as contemplated by the program.

Upon completion of the said office building development and upon the Municipal Property Assessment Corporation's reassessment of the property, Finance and Corporate Services staff will report if the property's project improvements resulted in an increase in the property's assessment as well as in the municipal portion of its realty taxes and if so, the potential amount of a City grant permitted under this Community Improvement Program. At that time, if under the program's terms the property is eligible for a grant, a potential grant funding schedule will be submitted in a Recommendation Report to Council for its consideration.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financing - Report PD00139(i) recommends Council's preliminary and conditional recognition of the said proposed office building improvements as an eligible project under the program. This Council resolution will also authorize staff to continue processing this application, and as such, this recommendation has no present financial implications.

Staffing - Administration of this application under the terms of the program can be accommodated by staff of the Downtown Renewal Division and the Finance and Corporate Services Department.

Legal - Pursuant to the Council resolution recommended above regarding this application, a Letter of Understanding between the City and the applicants will be signed, satisfactory to the Director of Downtown Renewal and in a form satisfactory to Corporate Counsel. Appendix "B" is a partial list of issues to be the subject of the proposal Letter of Understanding.

POLICIES AFFECTING PROPOSAL:

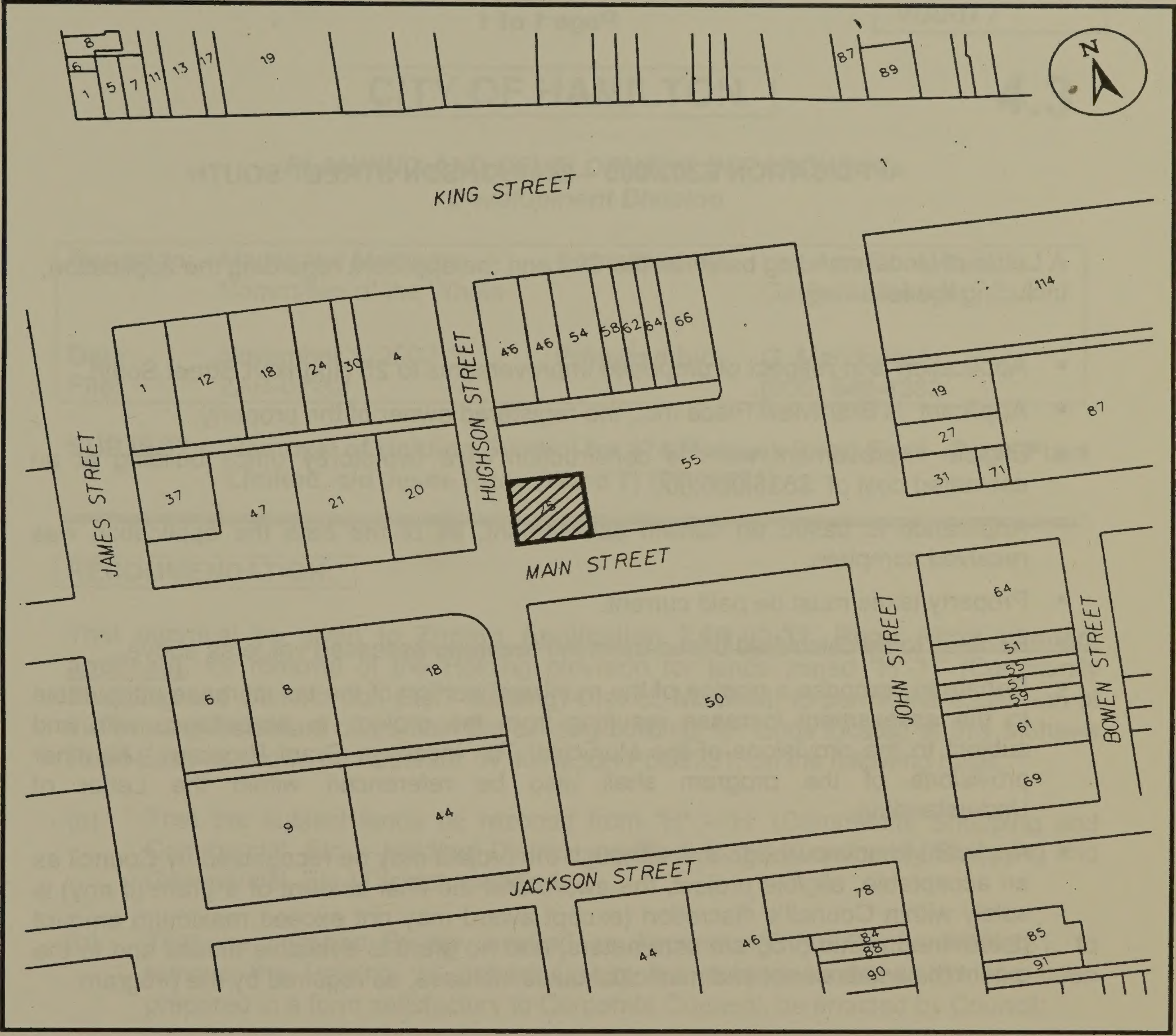
Report PD00139(i) relates to processing an application under terms of Council's Grant Program which forms part of the City's Provincially-approved Downtown Hamilton Community Improvement Plan.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The comments of the Legal Services Division and the Finance and Corporate Services Department have been included in this report. The recommendations in this report are in a form satisfactory to Corporate Counsel.

CITY STRATEGIC COMMITMENT:

Report PD00139(i) relates to an application received under the City's Municipal Realty Tax Incentive Rebate Program which is aimed at rehabilitation and redeveloping a portion of the Downtown consistent with the intent of the Downtown Hamilton Secondary Plan. The program makes financial assistance available for sustainable use of existing services and infrastructure. This program is intended to make the Downtown a healthier and more vibrant people-oriented place.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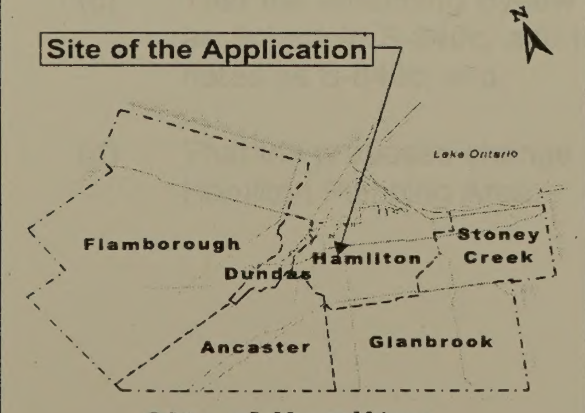

Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook

City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
25 Hughson Street South

Hamilton

Filename/number
25 Hughson St.S.

Date
October 21, 2002

Technician:
NM

Map Not to Scale

Appendix "A"

APPLICATION EZ02/005 – 25 HUGHSON STREET SOUTH

A Letter of Understanding between the City and the applicant regarding the application, including the following:

- Application is in respect of proposed improvements to 25 Hughson Street South.
- Applicant is Brantview Place Inc., the registered owner of the property.
- Eligible improvement work is construction of a two-storey office building at an estimated cost of $635,000.00.
- Application is based on current assessment, as of the date the application was received complete.
- Property taxes must be paid current.
- Rebates to be calculated based upon the recorded assessed value as above.
- Rebate to comprise a portion of the municipal portion of the tax increase attributable to the assessment increase resulting from the project, in accordance with and subject to the provisions of the Municipal Tax Incentive Grant Program. All other provisions of the program shall also be referenced within the Letter of Understanding.
- Applicant to acknowledge that although the project may be recognized by Council as an acceptable, eligible project, the award and the final amount of a grant (if any) is solely within Council’s discretion (except award may not exceed maximum amount determined within program parameters) and no grant is available unless and to the extent the assessment and municipal taxes increase, as required by the program.

AFFECTS
WARD 7

CITY OF HAMILTON

4.3

PLANNING AND DEVELOPMENT DEPARTMENT
Development Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002 ZAR-02-32	**Prepared by:**	G. Macdonald (905) 546-4283

SUBJECT: **Removal of Holding Symbol for 374 Mohawk Road East – Pizza Pizza Limited, c/o Jesse Rudy (Ward 7) (PD02231)**

RECOMMENDATION:

That approval be given to **Zoning Application ZAR-02-32, Pizza Pizza Limited, applicant**, for removal of the Holding provision for lands zoned "H"-'H' (Community Shopping and Commercial, Etc. - Holding) District, Modified, to permit the expansion of the existing restaurant only within the existing building, for lands located at 374 Mohawk Road East, as shown on Appendix "A" to Report PD02231, on the following basis:

(a) That the subject lands be rezoned from "H" - 'H' (Community Shopping and Commercial, Etc. – Holding) District, modified, to "H" (Community Shopping and Commercial, Etc.) District, modified;

(b) That the attached By-law, marked as Appendix "B" to Report PD02231, to remove the Holding 'H' provision from the subject lands, which has been prepared in a form satisfactory to Corporate Counsel, be enacted by Council;

(c) That the amending By-law be added to Section 19B of Zoning By-law No. 6593 as Schedule S-840c, and that the subject lands on Zoning District Map E-27 be noted as S-840c; and,

(d) That the proposed change in zoning is in conformity with the Official Plan for the Hamilton Planning Area.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

The applicant has applied for a Zoning By-law Amendment to remove the 'H' Holding provision, for lands located at 374 Mohawk Road East, as shown on the attached map marked as Appendix "A".

City Council approved Zoning Application ZAC-01-07 at its meeting of May 1, 2001. The application was for further modification to the "H" (Community Shopping and Commercial, Etc.) District provisions to permit the expansion of the existing restaurant only within the existing building. The By-law also provided for the following variances:

- Requires a visual barrier of not less than 1.2m and not more than 2.0m in height, to be provided and maintained, along the easterly side lot line;
- Requires the visual barrier to be situate not less than 3.0m in distance from the front lot line; and,
- Requires not less than nine (9) parking spaces to be provided and maintained on the lot.

Under the provisions of By-law No. 01-255, the subject lands were placed in a Holding Zone, pursuant to the Holding provisions of Section 36(1) of the Planning Act. Removal of the Holding provision is conditional upon the applicant satisfying the following condition:

(1) The owner or applicant applying for, and receiving, final approval of a Site Plan Control Application, to the satisfaction of the Director of Development, Planning and Development Department.

The applicant received approval of Site Plan Control Application DA-02-09 on April 22, 2002. The plans were finalized on July 9, 2002, and the site plan agreement registered on title on September 12, 2002.

Based on the above, the zoning amendment application for the removal of the Holding symbol provision can be supported.

BACKGROUND:

Proposal

The applicant has applied for a Zoning By-law Amendment for the removal of the 'H' Holding provision, to permit the expansion of the existing restaurant, for lands located at 374 Mohawk Road East, as shown on the attached map marked as Appendix "A".

Under the provisions of the site specific Zoning By-law, the subject lands were placed in a Holding zone until the following condition was satisfied:

(1) The owner or applicant applying for, and receiving, final approval of a Site Plan Control Application, to the satisfaction of the Director of Development, Planning and Development Department.

The applicant received approval of Site Plan Control Application DA-02-09 on April 22, 2002. The plans were finalized on July 9, 2002, and the site plan agreement was registered, on title, on September 12, 2002.

Zoning Application ZAC-01-07

On May 1, 2001, Council approved Zoning Application ZAC-01-01, for a further modification to the "H" (Community Shopping and Commercial, Etc.) District provisions to permit the expansion of the existing restaurant only within the existing building.

By-law 01-255 placed the subject lands in an 'H' – Holding zone until the owner had applied for, and received, approval of a Site Plan Control application.

Site Plan Application DA-02-09

Site Plan Control application DA-02-09, for the expansion of the existing restaurant only within the existing building, was approved on April 22, 2002, and registered, on title, on September 12, 2002, as Instrument No. WE 118805. The approved site plan includes improved parking facilities and landscaping along Upper Wentworth Street and Mohawk Road East.

Details of Submitted Application

Owner: 656731 Ontario Inc. (Michael Overs)

Applicant: Pizza Pizza Ltd. (Jesse Rudy)

Description: Proposed expansion of the existing restaurant within the existing building. Parking and landscaping improvements have been provided in the approved Site Plan.

ANALYSIS OF ALTERNATIVES:

Should this application not be approved, the applicant will not be able to proceed with the expansion of the existing restaurant only within the existing building.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial: No implications on financial resulting.

Staffing: No implications on staffing resulting.

Legal: Council approval of a By-law Amendment to remove the Holding symbol is required under the Planning Act. A Public Hearing is not required, however, notice of the intent to pass the By-law must be given.

POLICIES AFFECTING PROPOSAL:

City of Hamilton Official Plan

The subject lands are designated "Residential" on Schedule 'A' – Land Use Concept of the Official Plan. The Official Plan permits individual or groups of commercial uses on sites not exceeding 0.4 hectares in areas designated "Residential". The proposal complies with the Official Plan.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

- The Planning and Development Department, (Building and Licensing Division, has commented on matters relating to the expansion of the restaurant use, landscaping, parking, requirement for a visual barrier, and the location of the business identification sign. These matters have been addressed through the approved Site Plan Control application.

- The Planning and Development Department, (Development Engineering Section), has advised that there are public watermains and separate storm and sanitary sewers available to service the subject lands and that no road allowance widening is required at this time.

CITY STRATEGIC COMMITMENT:

The proposed change in zoning would not have any negative social, health, or environmental impacts. The proposal meets the goals of Vision 2020. The proposal includes improved landscaping and parking.

COMMENTS:

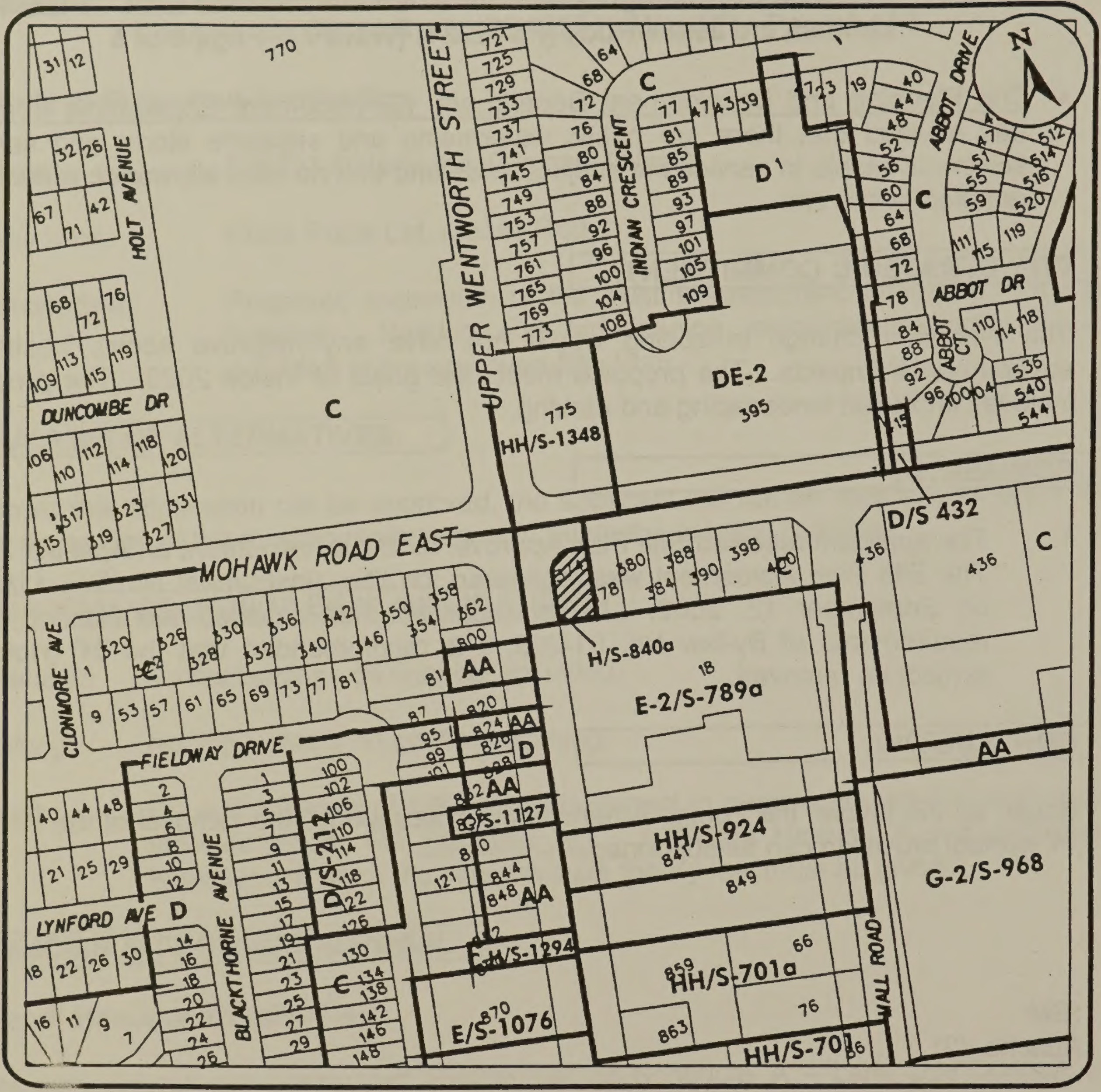
1. The applicant received Site Plan Approval for the development on April 22, 2002. The Site Plan Agreement was registered, on title, (Instrument No. WE 118805) on September 12, 2002. As the applicant has satisfied the Holding zone requirements of By-law No. 01-255, it is recommended that the 'H' (Holding) symbol be removed.

CONCLUSION:

Based on the above, the Zoning Amendment application for the removal of the Holding 'H' symbol provision can be supported.

:GM
Attachs. (2)

Appendix "A" to Report PD02231


UPPER WENTWORTH STREET
MOHAWK ROAD EAST
HOLT AVENUE
DUNCOMBE DR
INDIAN CRESCENT
ABBOT DRIVE
ABBOT DR
ABBOT CT
CLONMORE AVE
FIELDWAY DRIVE
LYNFORD AVE
BLACKTHORNE AVENUE
WALL ROAD
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HH/S-1348
D/S 432
H/S-840a
E-2/S-789a
AA
D
C/S-1127
HH/S-924
G-2/S-968
D/S-212
HH/S-1294
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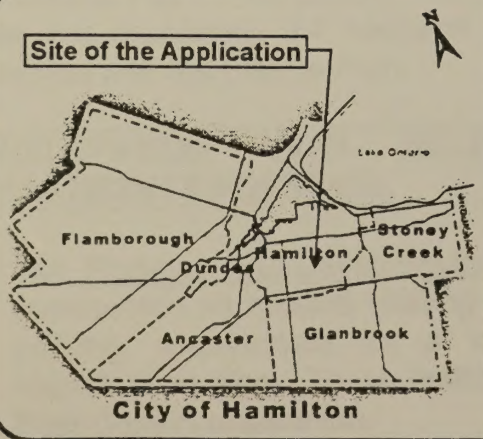

Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
374 Mohawk Road East - Change in zoning from "H" - 'H' (Community Shopping and Commercial, etc. Holding) District, Modified to "H" (Community Shopping and Commercial, etc.) District, Modified

Filename/number *ZAR-02-32*
Date *April 26, 2002*
Technician: *CL*
Map Not to Scale
Appendix "A"

Authority: Item , Committee of the Whole
Report
CM:

Bill No.

CITY OF HAMILTON

BY-LAW NO. __________

To Amend Zoning By-law No. 6593, as amended by Zoning By-laws 83-225, 84-24, and 01-255, Respecting Lands Located at 374 Mohawk Road East

WHEREAS the City of Hamilton Act, 1999, Statutes of Ontario, 1999 Chap. 14, Sch. C. did incorporate, as of January 1, 2001, the municipality "City of Hamilton";

AND WHEREAS the City of Hamilton is the successor to certain area municipalities, including the former municipality known as the "The Corporation of the City of Hamilton" and is the successor to the former regional municipality, namely, "The Regional Municipality of Hamilton-Wentworth";

AND WHEREAS the City of Hamilton Act, 1999, provides that the Zoning By-laws and Official Plans of the former area municipalities and the Official Plan of the former regional municipality continue in force in the City of Hamilton until subsequently amended or repealed by the Council of the City of Hamilton;

AND WHEREAS the Council of The Corporation of the City of Hamilton passed Zoning By-law No. 6593 (Hamilton) on the 25th day of July 1950, which by-law was approved by the Ontario Municipal Board by Order dated the 7th day of December 1951, (File No. P.F.C. 3821);

AND WHEREAS the Council of the City of Hamilton, in adopting of Report of the Committee of the Whole at its meeting held on the day of 2002, recommended that Zoning By-law No. 6593 (Hamilton), be amended as hereinafter provided;

AND WHEREAS this by-law is in conformity with the Official Plan of the Hamilton Planning Area, approved by the Minister under the Planning Act on June 1, 1982.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. The 'H' (Holding) symbol affixed by By-law No. 01-255 (Hamilton), passed on the 1st of May, 2001, to the "H"-'H' (Community Shopping and Commercial, etc. - Holding) District, respecting the lands the extent and boundaries of which are shown on a plan annexed as Schedule "A" to By-law No. 01-255 (Hamilton) and forming part thereof, is hereby removed, and the development of lands may

proceed in accordance with the "H" (Community Shopping and Commercial, etc.) District provisions of Zoning By-law No. 6593 (Hamilton), subject to the special requirements referred to in By-law No. 01-255 (Hamilton), and By-law No. 83-225 (Hamilton), as amended by By-law No. 84-24 (Hamilton).

2. Sheet No. E-27 of the District Maps, appended to and forming part of By-law No. 6593 (Hamilton), as amended by By-laws No. 83-225, 84-24, and 01-255, is further amended, by changing from "H"-'H' (Community Shopping and Commercial, etc. - Holding) District, modified, to "H" (Community Shopping and Commercial, etc.) District, modified, the lands, the extent and boundaries of which are shown on a plan hereto annexed as Schedule "A" and forming part of this By-law.

3. No building or structure shall be erected, altered, extended or enlarged, nor shall any building or structure or part thereof be used, nor shall any land be used, except in accordance with the "H" (Community Shopping and Commercial, etc.) District provisions, subject to the special requirements referred to in section 1 of By-law No. 01-255, and section 2 of By-law No. 83-225, as amended by By-law No. 84-24.

4. By-law No. 6593 (Hamilton) is amended by adding this by-law to section 19B as Schedule S-840c.

5. Sheet No. E-27 of the District Maps is amended by marking the lands referred in Section 1 of this by-law as S-840c.

6. The City Clerk is hereby authorized and directed to proceed with the giving of notice of the passing of this by-law, in accordance with the Planning Act.

PASSED and ENACTED this day of , 2002.

MAYOR

CLERK

AFFECTS WARD 2

CITY OF HAMILTON

4.4

PLANNING AND DEVELOPMENT DEPARTMENT
Downtown Renewal Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date:	November 1, 2002	**Prepared by:**	Hazel Milsome
File:	1001-4		(905) 546-2755

SUBJECT: **International Village Business Improvement Area (B.I.A.) Proposed Budget and Schedule of Payment for 2003 (PD02230) (Affects Ward 2)**

RECOMMENDATION:

(a) That the 2003 operating budget for the International Village B.I.A. (attached as Appendix 'A' to Report PD02230) be approved in the amount of $100,000;

(b) That the General Manager of Finance and Corporate Servicess be hereby authorized and directed to prepare the requisite by-law pursuant to Section 220, The Municipal Act, R.S.O., 1990, to levy the 2003 budget as referenced in (a) above;

(c) That the following schedule of payments for 2003 be approved:

January	$50,000
June	$50,000

Note: 2002 assessment appeals may be deducted from 2003 levy payments.

Lee Ann Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

Approval of the 2003 budget and schedule of payment for the International Village B.I.A.

BACKGROUND:

At its Annual General Meeting held on October 22, 2002, the International Village B.I.A.'s Board of Management presented its proposed budget for 2003. The process followed to adopt the International Village B.I.A.'s 2003 budget was in accordance with the B.I.A.'s constitution.

ANALYSIS OF ALTERNATIVES:

Not applicable.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – The $100,000 is totally levied by the B.I.A. through its members. There is no cost to the City of Hamilton for any part of the operating budget.

Staffing – There are no staffing implications.

Legal – The Municipal Act, Section 220, Sub-section (10) dictates that City Council must approve budgets of B.I.A.s.

POLICIES AFFECTING PROPOSAL:

Not applicable.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Not applicable.

CITY STRATEGIC COMMITMENT:

The initiatives of B.I.A.s' help create an attractive business district that extends to the local residents through the creation of a safer, cleaner and more aesthetically attractive district with positive results in the quality of life of its residents. Healthy business districts support neighbourhoods and healthy neighbourhoods support business districts. Economic health and healthy communities are important strategic objectives of the City.

c.c. Mary Pocius, Executive Director, International Village B.I.A.

Attach. (1)

APPENDIX ‘A’ TO REPORT PD02230

INTERNATIONAL VILLAGE

BUSINESS IMPROVEMENT AREAS
2003 BUDGET

OPERATIONS:		
Rent, including Heat, Hydro, Water and Taxes	$6,600	
Telephone, Fax and Internet	$2,500	
Office Supplies	$3,000	
Equipment Purchases	$ 500	
Equipment Repairs	$ 500	
Bank Charges	$ 500	**$13,600**
WAGES:		
Executive Director	$30,000	
Wage Costs	$ 3,300	**$33,300**
Insurance, including liability		**$ 2,000**
Audit		**$ 350**
Printing $1,500		
Postage $2,000		**$ 3,500**
Advertising and Promotion		
Website, Brochure, Radio		
Print (magazine & newspaper)		
Events and Destination Promotion		**$42,000**
Contingency*		**$ 5,250**
TOTAL BUDGET		**$100,000**

*CVA successful appeals
Additional dollars for rental of office space if required

AFFECTS WARDS 7 & 12

CITY OF HAMILTON

4.5

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Design & Construction

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	November 4, 2002	**Prepared by:**	Gord McGuire Extension 2439

SUBJECT: **To Incorporate Certain City Land into Various Streets by By-Law (TOE02202) - (Wards 7 and 12)**

RECOMMENDATION:

(a) That the following City land be incorporated into the following streets:

Sirente Drive	Parts 1, 2, 3, 5, 6 On Plan 62R-16283	W-7
Southcote Road	Parts 24, 25, 26 On Plan 62R-16175	W--12

(b) That the By-Laws to carry out the incorporation of the said land into the foregoing streets be prepared to the satisfaction of the Corporate Counsel and be enacted by Council.

(c) That the General Manager, Transportation, Operations & Environment, be authorized and directed to register the By-Laws.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

These lands have been acquired at a nominal cost of $2.00 by the City of Hamilton for road purposes as part of the development process.

BACKGROUND:

The information/recommendations contained within this report primarily affect Ward(s) 7, 12.

In order to facilitate orderly development the City has been acquiring lands through the subdivision dedication process or direct transfer. These lands are ultimately required to be a part of the road system.

To complete conditions of severance and to complete final street widths, it is necessary to incorporate City land into the road allowance as indicated below:

Incorporating Into Street Name	Land Description Being Incorporated	Financial Implications	Reason for Being Incorporated	File No.
Sirente Drive	Parts 1, 2, 3, 5, 6 Plan 62R-16283 PIN 16942-0310	N/A	To open street and allow orderly development	S600-01
Southcote Road	Parts 24, 25, 26 Plan 62R-16175 PIN 17565-1883 PIN 17565-1882	N/A	To open street and allow orderly development	S600-01

ANALYSIS OF ALTERNATIVES:

The alternative to not incorporating these lands into public highway would be to bar legal access to abutting lands. This would conflict with the development policies and approved road patterns.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

FINANCIAL: These lands have been acquired at nominal costs during the development process and as such there is limited financial impact on the City of Hamilton.

STAFFING: There are no associated staffing implications.

LEGAL: The City of Hamilton is complying with the relevant legislation by enacting these By-Laws.

POLICIES AFFECTING PROPOSAL:

This recommendation does not bind the corporation to any policy matter.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

In consultation with the Planning & Development Department, Development Engineering Section it has been determined that the development funding has been satisfied. As such this process should proceed to facilitate an orderly development pattern.

CITY STRATEGIC COMMITMENT:

The series of By-laws completes the development cycle originated under the Official Plans and the Vision 2020 document.

THE CITY OF HAMILTON

BY-LAW NO. 02-

TO INCORPORATE CITY LAND DESIGNATED AS LOT 11 ON PLAN 62R-16283 INTO SIRENTE DRIVE

WHEREAS the Council of the City of Hamilton is empowered under Section 297(1) of The Municipal Act, R.S.O. 1990, Chapter M.45 and amendments thereto, to establish and lay out, widen, alter, divert, stop-up, lease or sell any highway or part of a highway.

AND WHEREAS the Council of the City of Hamilton deems it necessary to incorporate the land described below into the highway known as Sirente Drive within its limits;

AND WHEREAS the said land is owned by the City of Hamilton.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

2. That the following land is hereby established and laid out as a public highway to form part of Sirente Drive.

Part of Lot 11, Concession 7 in the Geographic Township of Barton, designated as Parts 1, 2, 3, 5 and 6 on Plan 62R-16283.

City of Hamilton

2. That the General Manager of Transportation, Operations & Environment or his duly authorized agent is hereby authorized to open the said land as a public highway.

4. That this by-law comes into force and takes effect on the date of its registration in the Land Registry Office (No. 62).

PASSED this day of A.D., 2002

Mayor

City Clerk

THE CITY OF HAMILTON

BY-LAW NO. 02-

TO INCORPORATE CITY LAND DESIGNATED AS PARTS 24, 25, 26 ON PLAN 62R-16175 INTO SOUTHCOTE ROAD

WHEREAS the Council of the City of Hamilton is empowered under Section 297(1) of The Municipal Act, R.S.O. 1990, Chapter M.45 and amendments thereto, to establish and lay out, widen, alter, divert, stop-up, lease or sell any highway or part of a highway.

AND WHEREAS the Council of the City of Hamilton deems it necessary to incorporate the land described below into the highway known as Southcote Road within its limits;

AND WHEREAS the said land is owned by the City of Hamilton.

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. That the following land is hereby established and laid out as a public highway to form part of Southcote Road.

   Parts 24 and 25 on Plan 62R-16175 being Part of Block 177 on Plan 62M-926.

   Part 26 on Plan 62R-16175 being Part of Block 176 on Plan 62M-926.

   City of Hamilton

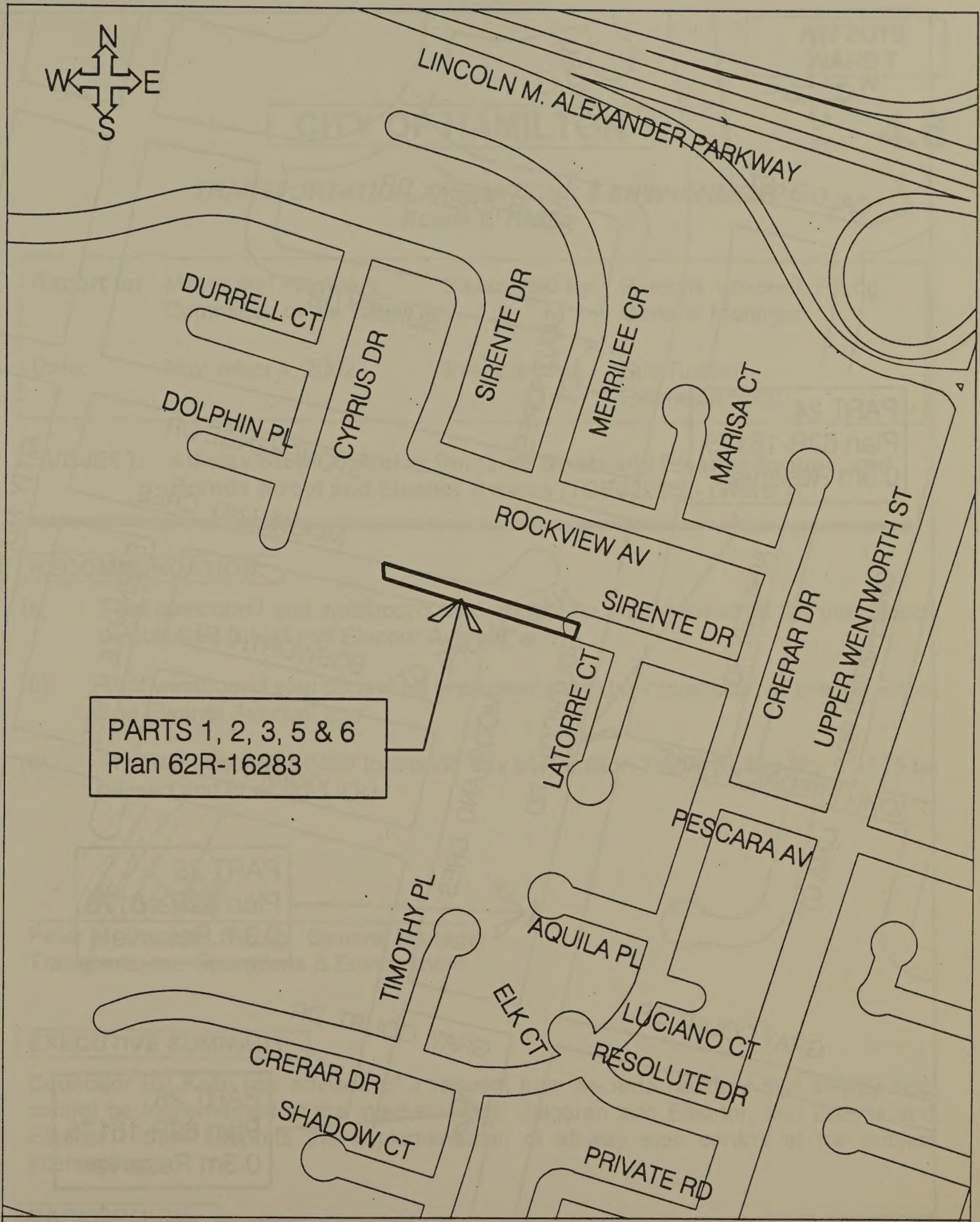
2. That the General Manager of Transportation, Operations & Environment or his duly authorized agent is hereby authorized to open the said land as a public highway.

3. That this by-law comes into force and takes effect on the date of its registration in the Land Registry Office (No. 62).

PASSED this day of A.D., 2002

Mayor

City Clerk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LINCOLN M. ALEXANDER PARKWAY
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SIRENTE DR
MERRILEE CR
MARISA CT
ROCKVIEW AV
SIRENTE DR
CRERAR DR
UPPER WENTWORTH ST
LATORRE CT
PARTS 1, 2, 3, 5 & 6
Plan 62R-16283
PESCARA AV
TIMOTHY PL
AQUILA PL
ELK CT
LUCIANO CT
RESOLUTE DR
CRERAR DR
SHADOW CT
PRIVATE RD

▭ Subject Lands

City of Hamilton

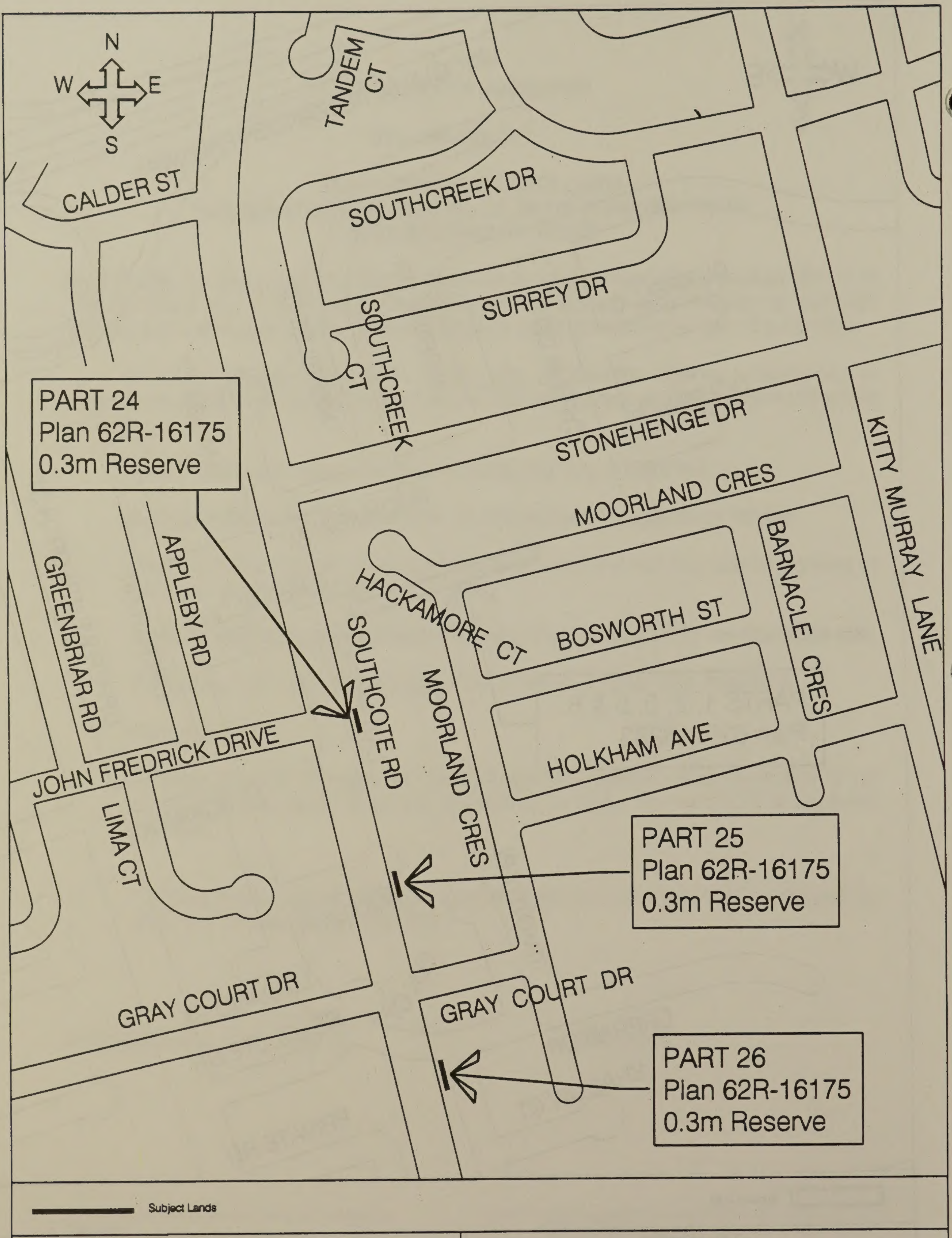
Ward 7
Bylaw

Sirente Drive

CITY OF
HAMILTON
Transportation, Operations and Environment Department
General Manager, Peter M. Crockett, P. Eng.

DATE: October, 2002

N.T.S.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CALDER ST
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SOUTHCREEK DR
SURREY DR
SOUTHCREEK CT
STONEHENGE DR
KITTY MURRAY LANE
MOORLAND CRES
BARNACLE CRES
HACKAMORE CT
BOSWORTH ST
GREENBRIAR RD
APPLEBY RD
SOUTHCOTE RD
MOORLAND CRES
HOLKHAM AVE
JOHN FREDRICK DRIVE
LIMA CT
GRAY COURT DR
GRAY COURT DR
Subject Lands

PART 24
Plan 62R-16175
0.3m Reserve

PART 25
Plan 62R-16175
0.3m Reserve

PART 26
Plan 62R-16175
0.3m Reserve

City of Hamilton
Ward 12
By-law
Southcote Road

CITY OF
HAMILTON
Transportation, Operations and Environment Department
General Manager, Peter M. Crockett, P. Eng.

DATE: October, 2002

NOT TO SCALE

AFFECTS
WARD 7

CITY OF HAMILTON

4.6

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	November 4, 2002	**Prepared by:**	Sue Russell Extension 5660

SUBJECT: **All-way Stop Control at Dulgaren Street and Eleanor Avenue, and Brenda Street and Eleanor Avenue (TOE02206) - (Ward 7)**

RECOMMENDATION:

(a) That eastbound and westbound stop control be implemented at the intersection of Dulgaren Street and Eleanor Avenue; and

(b) That westbound stop control be implemented at the intersection of Brenda Street and Eleanor Avenue; and

(c) That the attached by-law to amend City of Hamilton Traffic By-law No. 01-215 be passed and enacted.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

Councillor Bill Kelly has advised of a request from an area resident that all-way stop control be implemented at the intersection of Dulgaren and Eleanor, and Brenda and Eleanor. Staff supports the implementation of all-way stop control at the subject intersection.

BACKGROUND:

The information/recommendations contained within this report primarily affect Ward 7.

Councillor Bill Kelly forwarded a resident's traffic concerns in the Eleanor Neighbourhood to staff for review. The resident identified concerns with the existing stop control at the intersection of Dulgaren and Eleanor, and Brenda and Eleanor and requested that all-way stop control be implemented at each intersection.

Dulgaren Street and Eleanor Avenue

The subject intersection is a four-leg intersection with northbound and southbound traffic on Eleanor required stop for eastbound and westbound traffic on Dulgaren. There has been one reported collision at this intersection in the past five years. Eleanor is the stop street however it carries approximately 70 % of the traffic. It would be appropriate to switch the stop control to Dulgaren; however, the existing stop control was implemented in 1993 with support of the Ward Alderman in response to neighbourhood concerns regarding the lack of stop control on Eleanor.

Therefore, staff supports the implementation of all-way stop control at the intersection Dulgaren and Eleanor.

Brenda Street and Eleanor Avenue

The subject intersection is a "T" type intersection and currently, northbound and southbound traffic on Eleanor is required to stop for westbound traffic on Brenda. There has been one reported collision at this intersection in the past five years. This is an unusual form of stop control in that traffic on the "through" road is required to stop for traffic proceeding on the stem of this "T" type intersection. This may cause confusion on the part of some motorists. Therefore, staff concurs with the request and recommends that westbound stop control be implemented on Brenda Street at Eleanor Avenue.

ANALYSIS OF ALTERNATIVES:

One alternative to the recommendation would be to switch the stop control to the opposite street. However, staff would expect that residents would express concern regarding the absence of any stop control on Eleanor.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in regular current accounts to cover the cost of manufacturing, erecting and maintaining the required signs.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

The installation of all-way stop control at the subject intersections will provide enhanced safety for pedestrians and motorists.

Attached: Map & By-law

Bill No.

City of Hamilton

BY-LAW NO. 02-

To Amend:

By-law No. 01-215

TO REGULATE TRAFFIC

WHEREAS Section 210(123) of the Municipal Act, R.S.O. 1990, Chapter M.45, as amended, confers upon the councils of all municipalities the power to enact by-laws for regulating traffic on highways subject to the Highway Traffic Act;

AND WHEREAS Section 314(7) of the Municipal Act confers upon councils of all municipalities the power to enact by-laws to provide for placing, regulating and maintaining upon the public highways traffic signs for the purpose of guiding and directing traffic;

AND WHEREAS on the 18th day of September, 2001, the Council of the City of Hamilton enacted By-law No. 01-215 to regulate traffic;

AND WHEREAS it is necessary to amend By-law No. 01-215;

NOW THEREFORE the Council of the City of Hamilton enacts as follows:

1. Schedule 5 (Stop Signs) of By-law No. 01-215, as amended, is hereby further amended by adding to Section "E" thereof the following item, namely:

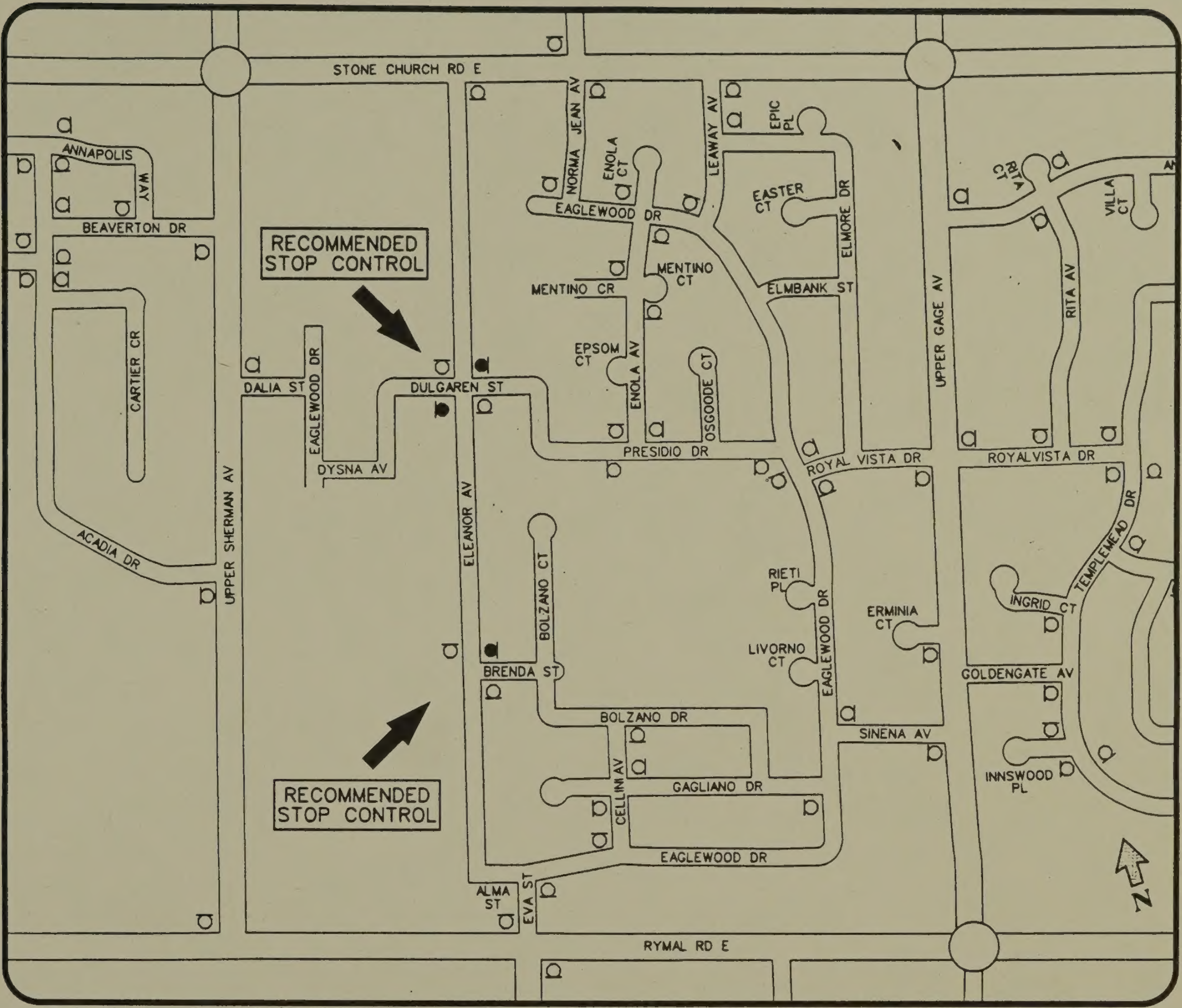
"Dulgaren	Eastbound and Westbound	Eleanor
Brenda	Westbound	Eleanor"

2. Subject to the amendment made in this By-law, in all other respects, By-law No. 01-215, including all Schedules thereto, as amended, is hereby confirmed unchanged.

3. This By-law shall come into force and take effect on the date of its passing and enactment.

PASSED AND ENACTED this day of A.D. 2002

MAYOR CITY CLERK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ANNAPOLIS
WAY
BEAVERTON DR
CARTIER CR
ACADIA DR
UPPER SHERMAN AV
DALIA ST
EAGLEWOOD DR
DYSNA AV
DULGAREN ST
RECOMMENDED STOP CONTROL
NORMA JEAN AV
ENOLA CT
LEAWAY AV
EPIC PL
EASTER CT
ELMORE DR
EAGLEWOOD DR
MENTINO CT
MENTINO CR
ELMBANK ST
EPSOM CT
ENOLA AV
OSGOODE CT
PRESIDIO DR
ROYAL VISTA DR
UPPER GAGE AV
RITA CT
VILLA CT
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ROYALVISTA DR
TEMPLEMEAD DR
INGRID CT
GOLDENGATE AV
INNSWOOD PL
ELEANOR AV
BOLZANO CT
BRENDA ST
RIETI PL
LIVORNO CT
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SINENA AV
BOLZANO DR
CELLINI AV
GAGLIANO DR
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RECOMMENDED STOP CONTROL
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EVA ST
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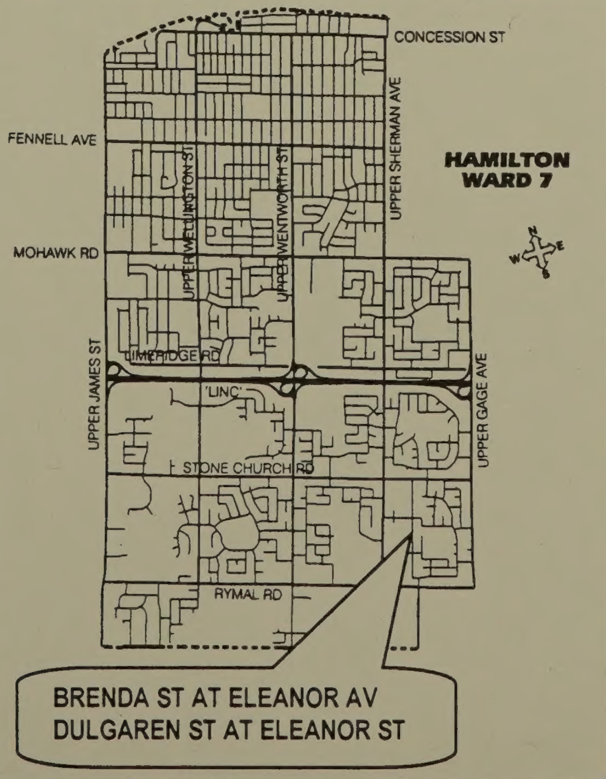
KEY MAP


CONCESSION ST
FENNELL AVE
MOHAWK RD
UPPER WELLINGTON ST
UPPER WENTWORTH ST
UPPER SHERMAN AVE
HAMILTON WARD 7
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UPPER JAMES ST
LIMERIDGE RD
'LINC'
UPPER GAGE AVE
STONE CHURCH RD
RYMAL RD
BRENDA ST AT ELEANOR AV
DULGAREN ST AT ELEANOR ST

LOCATION PLAN

STOP CONTROL:

- BRENDA STREET AT ELEANOR AVENUE
- DULGAREN STREET AT ELEANOR STREET

CITY OF HAMILTON
TRANSPORTATION . OPERATIONS & ENVIRONMENT

LEGEND

➡ SUBJECT INTERSECTION

RECOMMENDED		EXISTING	
●	TRAFFIC SIGNAL	○	TRAFFIC SIGNAL
●	STOP SIGN	D	STOP SIGN
▼	YIELD SIGN	▽	YIELD SIGN

SCALE	DATE
NOT TO SCALE	2002-11-04

REFERENCE FILE NO: **TOE02206**

SECTION 5

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

5.1

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

FINANCE AND CORPORATE SERVICES
Budget and Fiscal Policy Services Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager Joseph L. Rinaldo General Manager
Date: **File:**	October 18, 2002 OP-WP	**Prepared by:**	Joanne Hickey-Evans (905) 643-1262 Ext. 282 Joseph Spiler 546-4519

SUBJECT: **"Building a Stronger Foundation" - Official Plan and Zoning By-law Work Plan (PD02179) (FCS02110) (City Wide)**

RECOMMENDATION:

a) That Council adopt the Strategy proposed in Report PD02179/FCS02110 respecting the Official Plan (OP) and Zoning By-law Work Plan.

b) That the 3.8 million dollars of unfunded monies for this project be referred to the 2003 budget process.

c) That staff of the Long Range Planning and Design Division of the Planning and Development Department prepare an annual report to Council on the status of the priority tasks identified established in Report PD0200179/FCS02110 and to reaffirm the priorities for the upcoming year.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

Joseph Rinaldo

Joseph L. Rinaldo
General Manager
Finance and Corporate Services Department

EXECUTIVE SUMMARY:

The purpose of this Report is to provide Council with:

- an overview as to how the Official Plan and Zoning By-law work program will be undertaken (i.e. methodology, priorities, etc.); and,

- the cost, timing and resources required to complete the project.

Work Program

The creation of one new Official Plan (OP) and one Zoning By-law is a task of immense and complicated proportions. It is not simply a matter of consolidating policies and Zoning By-law regulations or choosing the "best of the bunch". Significant work must be undertaken to bring our policies and regulations into compliance with the Provincial Policy Statement and to determine planning policy that makes sense in the context of one municipality. In some cases, extensive background information (i.e. land use inventory, Land Evaluation and Area Rating study for rural lands) has to be compiled before defensible and substantive policies/regulations can be developed.

The project has been broken down into a series of separate tasks, each with their own set of deliverables. One example is "Open Space and Parkland". A new set of Official Plan policies will be developed accompanied by the new zoning district regulations and assignment of the zoning districts to individual properties.

Given the resources, cost and need for additional background information required for this project, it is clear that all tasks cannot be started or completed simultaneously. This report establishes when the major tasks will be started and the length of time required for each. A series of criteria has been established to objectively determine the priority of each task. The criteria include (in order of importance):

- the timing of corporate or provincial initiatives affecting the issue;
- the work programs and commitments by other City Departments;
- the background information required (i.e. land use inventory); and,
- the degree to which the policies and regulations are outdated.

The *immediate priorities* are:
- Rural policies and regulations
- Open Space and Parkland policies and regulations
- Natural Heritage policies (new ESA areas)
- Industrial policies and regulations, including Airport area
- Downtown Zoning and Development Permit System
- Interim Urban Boundary (e.g. Stoney Creek, Airport)
- Archaeological policies
- General Provisions - Zoning By-law
- Definitions – Zoning By-law

The *medium term* (2004+) priorities are:
- Residential/Housing policies and regulations
- Parking regulations
- Institutional policies and regulations

The *longer term* priorities (2005+) are:
- Urban boundary (long term)
- Commercial policies and regulations
- Utilities policies and regulations
- Infrastructure (water, transportation, storm water etc.) policies
- Environmental (contaminated sites, vibration) policies
- OP policies for implementation

This OP/Zoning By-law Work Plan will not conflict with or undermine the City's Growth Related Integrated Development Strategy (GRIDS). GRIDS, is a "high level growth" policy process to determine how much and where the future growth of the City will take place over the next 30+ years. GRIDS objective focuses on the components of the OP dealing with urban boundary and urban structure, for example. There are several other issues that are of a local nature and will not affect the direction or philosophy of GRIDS.

Cost, Timing, Resources
The cost of the project is $5.985 million over five years (2003-2008). The majority of the project is proposed to be funded from previously approved Transition Board monies, existing Capital accounts and development charges with approximately $1 million to be funded from the Capital levy spread out over a five year period and $325 from reserves.

Additional temporary staff for both the Building and Development Divisions of the Planning and Development Department will be required and funded by this project.

BACKGROUND:

The Planning and Development Department has initiated the creation of the new Official Plan (OP) and Zoning By-law for Hamilton. The timing of the new documents is key:

- the current documents, in part, no longer reflect the land use planning directions of a newly amalgamated City and/or established planning practice currently in place in other communities in Ontario;

- the Province is updating the Provincial Policy Statements to which planning directions for the City must be aligned; and,

- certain parts of the OP are fundamentally tied to larger corporate projects, namely Growth Related Integrated Development Strategy (GRIDS) and their scope and timing will be a product of those outcomes.

1.0 CURRENT PLANNING DOCUMENTS

The City of Hamilton has seven Official Plans currently in effect – the Regional Official Plan – Towards a Sustainable Region (1995), the former Towns of Ancaster (1984), Dundas (2000) and Flamborough, Township of Glanbrook (1985) and the City of Hamilton (1982) and Stoney Creek (1986). Prior to amalgamation, Hamilton, Flamborough, Ancaster and Stoney Creek were undertaking their Five Year Reviews, although none completed their reviews.

The Area Municipal and Regional OPs have different focuses. The Regional Official Plan (ROP) provides the broad policy direction for issues that require consistent application across the entire municipality. Examples of these policies include environmentally significant areas, urban boundaries, servicing policies, etc. The land use designations are very general in nature– rural, urban, rural settlement areas, business park, etc.

The area municipal OPs have a "local" perspective which specifies more refined land use designations and policies for various forms of residential, commercial, open space, industrial, etc. The local OP also contains policy directions that implement the designations as well as "issue" specific guidance – noise, affordable housing, site specific policies, etc. Within the local OPs are Secondary Plans[1] which reflect detailed policies for neighbourhood circumstances and site development directions.

Each of the former municipalities have their own Zoning By-laws which vary in age, complexity, type and number of zoning districts and performance standards. Combined, there are 205 zoning districts with differing standards and regulatory objective. Some of the zoning standards do not conform to the parent OP, as required by Section 24 of the Planning Act.

2.0 OFFICIAL PLAN AND ZONING BY-LAW REFORM PROCESS

A new OP and Zoning By-law is a major undertaking. Given the diversity of the existing documents, the array of planning directions, the age of the documents and the degree to which the regulations and policies conflict, it is not possible to simply consolidate the existing policies or cherry pick the "best" policies/regulations to incorporate into one new Official Plan or Zoning By-law.

Furthermore, the Planning Act requires that all municipal Official Plans and Zoning By-law must conform to the provincial policy statements.

More specifically, there are policies/regulations that:

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[1] Secondary Plans are amendments to the parent Official Plan for a smaller geographic area. The policies and land use designations expand on the principles established in the main OP .

- **do not implement the intent of the Provincial Policy Statement (PPS):** The Rural area policies do not identify non-prime agricultural land; the land severance policies are not consistent with PPS expectations. Prior to updating the Rural policies and mapping, the City must undertake an extensive Land Evaluation and Area Rating (LEAR) study to determine prime and non-prime agricultural lands.

- **do not reflect the needs of the new municipality:** For example, the commercial designations and the associated policies are based on six individual municipalities' requirement for a range/hierarchy of commercial uses (i.e. local shopping, highway commercial, and shopping centres, etc.). The policies for specific designations are not consistent between the Plans. In addition, the location of the existing designations needs to be reviewed to determine if they are appropriate in size and location. Research indicates the total amount of commercial lands in some parts of the City exceeds what can be reasonably be developed over the next twenty years.

- **are outdated, inconsistent or conflict with each other:** There are a large number of zoning definitions and provisions. In some cases, the permitted uses and standards within similar zoning districts differ widely.

Notwithstanding the above, there are components of the existing OPs that are "progressive" in their planning directions. It is important to build on the strong foundations that exist. For example:

- The City has committed to a Vision through Vision 2020 and Council's Mission, Vision, Values and Goals.

- The Dundas Official Plan, which was approved in 2000, reflects the community needs and requirements at this time;

- The Stoney Creek OP includes detailed policies and mapping for open space and natural areas within the former City boundaries; and,

- The new Downtown Secondary Plan and the Olde Towne Secondary Plan for Stoney Creek are examples of innovative approaches to such issues as urban design, permitted uses, etc.

It is for the reasons stated above, the Department will be reviewing, evaluating and changing only those policies/regulations that are required to be updated. The most expeditious and cost effective method is to segment the work on an issue by issue basis. An example of this approach would be the review of all industrial land uses. The deliverables would include, new OP policies, new secondary plan regulations (if necessary), new zoning districts and the application of the districts on a property by property basis.

Priorities must be set. There are numerous and complex issues to be addressed and it is not reasonable to expect they will be undertaken all together given the scope of the tasks and the available staff and financing resources. These priorities are based on a set of criteria including problematic policies/regulations; other corporate strategic projects/priorities; need for background information; etc. Section 3.0 identifies these factors in greater detail and establishes the time frame for the OR and Zoning By-law review process.

2.1 HOW DOES THE OFFICIAL PLAN/ZONING BY-LAW PROCESS FIT WITH OTHER CORPORATE/PROVINCIAL INITIATIVES?

2.1.1 Growth Related Integrated Development Strategy

GRIDS, the Growth Related Integrated Development Strategy for the City of Hamilton, is a "high level growth" policy process to determine how much and where the future growth of the City will take place over the next 30+ years. In addition to identifying where the broad nature and scale of growth will occur, GRIDS will also develop the financing and implementation strategies for infrastructure (i.e. roads, transit, sewers, watermains, etc.) to be built to service this new growth as well as establishing the plans for financing their implementation in a predictable manner.

GRIDS integrates different corporate program strategies including the Economic Development Strategy, Master Plans (infrastructure and other matters), and the urban boundary/urban structure components of the Official Plan. Appendix A, attached to Report PD02179, illustrates the interrelationships between these studies.

The issue based OP process, identified in this Report, will not undermine or be in conflict with GRIDS. As noted, GRIDS will identify the long-term growth pattern for the municipality (i.e. urban expansion, development of nodes and corridors, areas for intensification within the existing urban boundary). It does not address site/area specific land use issues – commercial, industrial, natural environment protection, heritage conservation, etc. The evaluation and review of these existing policies will take place simultaneously with GRIDS.

2.1.2 Vision 2020 Five Year Review

The current Regional Official Plan is based on the vision, goals and strategies identified in *Vision 2020*, Hamilton's sustainable community initiative. *Vision 2020* is one of the backbones of both the Official Plan and GRIDS.

The City's Vision, developed in 1992, is still a valid reflection of community values and principles of sustainability. However, certain elements of the Vision need to be reviewed in the context of the "new" city and the need to extend the planning and infrastructure horizon to thirty years. This will occur during the regular five year review/renewal of *Vision 2020* which begins in 2003 and is expected to be completed within a year. This review will encompass a new approach by including the needs of GRIDS and the OP review. The purpose of this initiative is fourfold:

- it reflects a new corporate strategy to undertake interdepartmental initiatives, where appropriate;

- it recognizes the interrelationship between these three projects (GRIDS, OP and Vision 2020);
- it recognizes the public has only limited time and resources to become involved in several different processes at one time;
- it maximizes staff resources and costs and it reduces the time frame for the completion of that portion of the three individual studies.

The *Vision 2020* renewal will not undermine or prevent GRIDS and the OP/Zoning By-law Work Program from proceeding.

2.1.3 Parks, Culture and Recreation Master Plan

In June 2002, City Council approved the new ten year Parks, Culture and Recreation Master Plan. The Plan contains strategic directions and specific recommendations that will assist in the development of new OP policies and Zoning By-law regulations. A Master Plan Steering Committee has been formed to implement the recommendations of the Plan.

2.1.4 Industrial Business Park Review

The Industrial Business Park Review is re-evaluating industrial development issues, costs, feasibility and land use options for the Flamborough, North Glanbrook and Airport Business Parks. The Report, which will be completed by year's end, will include recommendations and background research critical to the overall review of suburban area industrial policies and regulations.

2.1.5 Provincial Policy Statement (PPS)

The Province is in the midst of updating the Provincial land use planning directions contained in the PPS. A draft report is expected later this year or early next year. The objectives and requirements contained in this document have a direct bearing on some of the City's planning policy options and the process by which they are evaluated and implemented.

2.1.6 Economic Development Strategy

In May 2002, City Council approved the Economic Development Strategy. This Strategy promotes cluster development based on both traditional (manufacturing, agri-business) and emerging (film, bio tech, aerotropolis, communications and technology) clusters. This Strategy is an important component of both GRIDS and the policies of economic development in the OP.

2.1.7 Social Development Framework

The Planning and Development Department is in consultation and discussion with Social and Public Health Services. The Social Development Framework includes a Social Vision and three "flagship" issues. Of these, affordable housing and the land use policies are one example of direct links between the two complementary processes. Discussions have also taken place regarding the Social Vision and Vision 2020.

3.0 WHERE DO WE BEGIN?

One of the most important components of this work plan is what subject areas/issues should be tackled and in what order. The limited financial and staffing resources make it impossible to complete all tasks immediately. Good priority setting is based on a series of parameters or criteria. Below is a series of criteria (in order of importance) that was used to determine short/immediate, medium (2004-2005), and longer term priorities (2006):

- the timing of corporate or Provincial initiatives affecting the issue;
- the work programs and commitments of other City Departments;
- the background information required (i.e. land use inventory);
- an approved Council direction; and,
- the degree to which the policies and regulations are outdated or conflict with each other.

Informal stakeholder (including the Hamilton-Halton Home Builders’ Association) and internal staff meetings were held. The purpose of these meetings was to determine “hot spots”. Issues stakeholders felt must be addressed include urban boundary, lot coverage, need for industrial land, development of a Greenland’s strategy, additional Environmentally Significant Areas, rural severances, prime agricultural land, transportation plan, mineral aggregates and water resources.

Appendix B attached to Report PD02179/FCS02110 identifies the components of the OP/Zoning By-law Review and how the criteria above affect them.

3.1 Immediate Priorities

The following projects have been identified as immediate priorities:

3.1.1 Rural Policies

Staff is recommending this part of the OP and Zoning By-law process proceed immediately because:

- the policies are severely outdated;
- significant background studies must be undertaken prior to the policy formulation;
- one of the background studies is considered to be a key components for the Mid Peninsula Transportation Corridor Environmental Assessment.

As noted above, the current rural policies are outdated and do not reflect normal planning practice in Ontario. One of the inherent flaws with the policy framework is the lack of protection for prime agricultural lands within the City which has lead to severe property fragmentation and inappropriate development in several areas. Prior to updating these policies, the City is required by the PPS to undertake a Land Evaluation and Area Review Study.

The purpose of this study is to identify and support viable agricultural resources and industry in Hamilton. Based on local knowledge and community input, this study will identify the prime and non-prime agricultural areas within the City of Hamilton. This will assist in developing an agricultural policy and designation framework in accordance with the Provincial Policy Statement. The study will take approximately eighteen months and requires significant staff and stakeholder input. This task must be completed before a review of the rural non-farm policies can begin. The results of the LEAR may be used as part of the background research for the Mid Peninsula Transportation Corridor Environmental Assessment. The Mid Pen would greatly influence the City's long term growth potential.

There has been continuing pressure to allow the expansion of, or the creation of, new Rural Settlement Areas (RSAs) in the form of adult lifestyle communities in rural areas and around golf courses. One of the most serious concerns surrounding the RSAs are the environmental impacts. As a result of the Walkerton experience, several new planning and policy and regulatory directives concerning the protection of drinking water for existing users and the preparation of watershed source protection studies prior to land use change considerations have been identified. In the last fifteen years, research has indicated that private service systems carry a high potential for failure and risk to human health. To address this issue, the Transportation, Operations and Environment Department will be undertaking a study on rural servicing, the results of which will form the backbone for OP rural non-farm policy formulation. Further, at the present time, the City does not have a formal policy on communal service systems. It is anticipated that TOE will bring forward a Capital Budget submission for 2003.
Timing: November 2002 - June 2004

3.1.2 *Open Space/Park Zoning*

It is anticipated this project would start in early 2003. The City has completed its Culture, Recreation and Parks Master Plan. The implementation of the Plan is underway. Further, a review of the parkland dedication policies is being undertaken. In addition, there is an outstanding Zoning By-law objection relating to a City initiative to allow community and recreation within an established parkland. The objection surrounds the historical issue of recreational facilities being built in parks.
Timing: January 2003 - March 2004

3.1.3 *Downtown Zoning and Development Permit System*

Both the Downtown Secondary Plan and Provincial regulations required to proceed on the Development Permit System are in place. In addition, the funding is available to complete the task. The Downtown Renewal Division is spearheading this task. The budget is included as part of this Division's program.
Timing: January 2003 – December 2003

3.1.4 *Archaeological Policies*

At the present time, archaeological mapping is being prepared. The accompanying OP policies must be updated to reflect the new information.

Timing: July 2002 - March 2003

3.1.5 Interim Urban Boundary Adjustment

At its meeting of July 10, 2002, City Council approved the interim urban expansion strategy. One of the major components of this strategy is to complete the necessary studies required to evaluate the potential for expanding the urban boundary in the Stoney Creek area. These studies include agriculture assessment, review of existing infrastructure and financial impact studies
Timing: July 2002 - March 2003

3.1.6 Industrial Policy Review

Building on the background information from the Industrial Business Park Review and the Waste Management Study, the remaining OP policies and zoning regulations will be updated to support Council's strategic directions.
Timing: October 2003 - March 2005

3.1.7 Natural Heritage Policies

One of the principal mandates of the Long Range Planning and Design Division is natural heritage planning. The current work program includes the development and review of OP policies as it relates to natural heritage planning. This project will span a few years There is an immediate need to update mapping and the ESA criteria immediately whereas the remaining policy framework can be reviewed later. In addition, the zoning and site plan regulations established as part of the parks and open space zoning component (Section 3.1.3 above) will be incorporated into this policy review.
Timing: July 2002 - March 2005

3.1.8 Definitions and General Provisions – Zoning By-law

As part of updating the by-law, the definitions and general provisions must be redefined and standardized to reflect new categories, uses, etc.
Timing: January 2003 – December 2005

3.2 Medium Term Priorities (Start 2004)

3.2.2 Residential/Housing Policy Review

The updated housing policy review (*Housing Plan for Hamilton*) for the City will be in place by the end of 2003. Many of its findings will reflect in both the reforms of OP policies and Zoning By-law regulations associated with this land use.
Timing: January 2004 - June 2005

3.2.3 Parking Regulations and Policies

The purpose of this portion of the project is to establish consistent parking standards across the municipality and to develop strategies to address parking related issues, such as minimum landscaped requirements for residential front yards. The bulk of the land use policy directions, particularly in the commercial and residential categories, have to be set before this component can proceed.

Timing: December 2004 - June 2005

3.2.4 Institutional Policy Review

The institutional policies and regulations are satisfactory at the present time but will continue to be challenged by evolving social, public health and educational service polices of the Province. Prior to starting this particular initiative, the land use inventory must be completed.
Timing: January 2004 - June 2005

3.3 Longer Term Priorities (Start 2005+)

3.3.1 Long Term Urban Boundary)

This issue is dependent on the outcome of GRIDS to define the overall magnitude of growth and the urban structure required to accommodate it.
Timing:

3.3.2 Commercial Policy Review

The commercial policies, designations and Zoning By-law regulations require a complete overhaul, in light of significant changes in the retail industry and a major surplus in current and vacant built land supply for these uses. With the advent of a new municipality, the location and role of planned commercial may no longer be appropriate. The policy and regulatory framework amongst the former municipality is cumbersome and conflicting. However, prior to starting this particular initiative, the land use inventory and the GRIDS urban structure concept is required to be completed.
Timing: June 2004 - December 2005

3.3.3 Utilities Policy Review

Utility policies provide direction for pipelines, rail operations etc. Prior to starting this particular initiative, the land use inventory is required to be completed.
Timing: January 2005 - June 2005

3.3.4 Infrastructure Policies

As the various Master Plans for the infrastructure are completed, draft OP policies will be started. The timing for these plans spans a four year period.
Timing: January 2003 - September 2006

3.3.5 Environmental Issues

This subject area encompasses OP policies on contaminated sites, noise and vibration among other things. These matters required detailed land use inventories to be completed to properly focus land use and zoning regulations.
Timing: January 2005 - August 2005

3.3.6 Implementation of the OP

This particular task will consolidate the implementation sections for the OP which deal with Planning Act regulations, etc.

Timing: January 2005 - August 2005

3.3.7 GRIDS Policies

The completion of GRIDS will likely require some minor adjustments/modifications to recently adopted policies or standards.

Described above are the major project tasks. However, there are a series of smaller subject areas that are equally important to the comprehensive review and reform of the planning documents. They include:

- Official Plan
  Secondary Plans
  Site specific policy areas (approximately 140)
  General land use provisions
  Heritage policies

- Zoning By-law
  Prohibited uses

In addition, the Division will be preparing an annual amendment (both OP and Zoning By-law) which will deal with interim solutions for operational issues raised over the calendar year. They require immediate correction/updating; for example, holding provisions, clarification of definitions, regulations, etc.

4.0 RESOURCES (Timing, Staffing and Costs)

4.1 Timing

This proposed project spans five years with a series of deliverables identified throughout this period. Appendix C attached to Report PD02179/FCS02110 provides a graphic overview of the tasks identified in Section 3.

4.2 Staffing

The completion of a new OP and Zoning By-law requires a significant commitment from a variety of Departments and community people/groups. Arguably, this is the most critical element in this project. Without adequate resources, particularly at the City level, and without strong community input this project will not be successful within in a five year time frame. Staff resources will include:

- staff of the Planning and Development Department; and,
- staff from other City Departments.

Prior to identifying future resources required for this particular project, the issue of current staff shortages within the Planning and Development Department must be addressed. Staff turnover within the Department has been high with a number of highly experienced people leaving with skills and knowledge of local conditions and planning issues who cannot be replaced easily. They are pursuing other career opportunities, in other departments and other organizations or moving between the Planning and Development Department Divisions. Compounding these issues is the shortage of experienced planners in the policy and research field across the Province. The City is competing with many other municipalities searching for experienced planners. Experienced planners are fundamental for this project to proceed expeditiously.

4.2.1 Staff of the Planning and Development Department:

The OP and Zoning By-law Reform Section of the Long Range Planning and Design Division are managing this project. The complement includes the Manager, 2 senior planners, 4 planners, 2 planning technicians. Other than the Manager, these are temporary positions (i.e. length of the project).

This team will be assisted by other groups within the Long Range Planning and Design Division (Heritage and Urban Design and Strategic and Community Planning) and other Divisions within the Department; namely, Housing, Building, and Development.

Through the completion of the detailed work plan, in addition to the complement of the Official Plan and Zoning By-law reform section, additional staff will be required within the Department.

OP and Zoning By-law Reform Section

As noted above, this Section has two planning technicians. The expertise of a GIS technician who also has strength in graphic design is required. The proposal is to rename one of the Planning technician positions to a GIS technician. They are in the same wage grade.

Building Division

Staff member with expertise in the six Zoning By-laws is required for a five year period starting January 2003. As part of this project, the person will provide assistance in by-law interpretation, background research on specific properties, regulatory standards etc. The cost of this additional staff would be approximately $375,000.

Development Division

Similarly one planner from the Development Division over the length of the project (2003-2007) will be required as part of the Technical Review Committee, providing background information, providing expertise in the area of Provincial policy, and the development of policy and administration, etc. The cost of this additional staff would be approximately $370,000.

Recommendations

- convert one the Planning technician positions to a GIS technician (same salary grade) in the Official Plan and Zoning By-law Reform Section;
- add one FTE to the Building Division complement for a period of five years starting in 2003 at a cost of $370,000; and,
- add one FTE to the Development Division complement for five years starting in 2003 at a cost of $350,000.

4.2.2 Staff from other City Departments

Several City Departments must be part of this review, in terms of both staff resources and providing background information for the reform of policies and regulations. Two of the most significant are the Infrastructure and Environmental Planning Division from TOE and Legal Services. The amount of resources necessary from each Department will evolve over the life of the project depending on when a task is to start and finish. This report and the work plan have been circulated to the various Departments for their input. The timing of tasks requiring their input will be integrated as part of their mandates and work priorities. No additional staffing will be required.

Infrastructure and Environmental Planning Division (TOE Department)

It is expected this project will required approximately $10,000 per annum (value of staff time) over the length of the project. No additional FTEs are required.

Legal Services Division (Finance and Corporate Services Department)

Legal Services requires 0.25 FTE per annum over the length of the project. This additional work will be accommodated within the existing complement.

Finance and Corporate Services Department

It is expected this project will required approximately $10,000 per annum (value of staff time) over the length of the project. No additional FTEs are required.

4.3 Consultants

Consultants will be brought on as needed, either for their particular area of expertise or if City staff is not available to complete that task on a timely basis.

At the present time, staff has identified the types of studies that will require the assistance of any outside consultant will be required:

Land Evaluation and Area Review Study (LEAR):

The purpose of this study is to identify and support viable agricultural resources and industry in Hamilton. Based on local knowledge and community input, this study will identify the prime and non-prime agricultural areas within the City of Hamilton. This study requires the expertise of an agronomist.

Golf Courses in Rural Areas

There is a high demand for the construction of new golf courses across southern Ontario. The preferred location for these facilities is in the Rural areas where large tracts of land are typically in direct conflict with agricultural land priorities. The purpose of the study is to evaluate the extent of the need and to determine/develop locational criteria that minimizes impacts on the environment (surface water quality, ground water quantity, natural areas) as well as the use of agricultural land.

Rural Residential Development

There are significant existing and future development issues in both the Rural and designated Rural Settlement Areas (RSAs) for additional residential development utiltizing private or communal service systems. The form of development ranges from trailer parks to large lot estate subdivisions.

Commercial Policy Review

An in-depth study will be undertaken to review existing and designated commercial lands, commercial land needs, OP policy and Zoning By-law regulations. A firm or consortium with expertise in the field of commercial OP policy and Zoning By-law regulations, market analysis etc. will be required. Reforms in this area of planning are always contentious at the OMB and solid research is critical.

Review of Parking Regulations:

The parking standards vary across the former municipal Zoning By-laws. A firm that has expertise in developing Zoning By-law regulations for parking is required.

4.4 Publications/Materials/Advertising

In addition to staffing and consultant costs, there are essential expenditures associated with public meetings, advertising and publications. A very critical element of this project is to ensure on-going dialogue with the community.

There will be many publications in the form of newsletters, discussion papers, reports and a draft Official Plan and Zoning By-law documents that require wide distribution and publication.

The costs accounted for in this section also include the statutory advertising (Planning Act) for public meetings and the informal newspaper inserts advertising public meetings, open houses, information centres etc.

A formal communication and public consultation strategy to implement the approved short term program will be forwarded to Council early in 2003.

4.5 Cost

Table 1 illustrates the major cost components of the five year Official Plan / Zoning Work Plan. The total cost ($5,985,000) of this corporate project has been budgeted over the five year period (2003 – 2007) as per Table 2. Funding for this project is comprised of Transition funding, other City reserves, Development charges, Capital redistribution of existing planning Capital studies / projects, and a new proposed annual Capital contribution for the period 2003 – 2007.

TABLE 1

2003 - 2007 CITY OF HAMILTON
OFFICIAL PLAN / ZONING BY-LAW WORK PLAN
PROJECT COST BREAKDOWN

Internal Staff Resources		
Costs of OP staff from Workplan	2,200,000	
Long Range Planning and Design Division	150,000	
Development Division	350,000	
Building Division	375,000	
Infrastructure Planning (TOE)	50,000	
Finance	50,000	
Legal Services	100,000	
Subtotal	**3,275,000**	
Consultants		
Commercial Policy Review	250,000	
Land evaluation Area Rating (LEAR)	200,000	
Parking	80,000	
Golf Course in Rural Areas	80,000	
Rural Residential Development (estate, RSA's)	100,000	
Zoning Research	500,000	
Additional OP work	450,000	
Subtotal	**1,660,000**	
Other		
Publications / Materials	550,000	
Advertisements	500,000	
Subtotal	**1,050,000**	
2003 - 2007 Budgeted Costs Grand Total		**5,985,000**

The costs attributed to other Long Range Planning and Design Division staff (outside the OP and Zoning By-law Reform Section), the TOE, Finance and Legal Services is part of their existing mandate/work program.

4.6 Sources of Funding

Table 2 illustrates the proposed sources of funding for the five year Official Plan / Zoning By-Law and also lays out a proposed budgeted expenditure timetable.

TABLE 2

CITY OF HAMILTON - OFFICIAL PLAN / ZONING CAPITAL WORKS
FIVE YEAR EXPENDITURE / REVENUE SUMMARY

	2003 35%	2004 35%	2005 15%	2006 10%	2007 5%	Totals 100%
Expenditures	$ 2,094,750	$ 2,094,750	$ 897,750	$ 598,500	$ 299,250	$ 5,985,000
Funding						
Transition Funding	$ 626,500	$ 626,500	$ 268,500	$ 179,000	$ 89,500	$ 1,790,000
Other Reserves *	131,250	131,250	56,250	37,500	18,750	375,000
Transfer from Capital Projects	124,250	124,250	53,250	35,500	17,750	355,000
Development Charges	875,000	875,000	375,000	250,000	125,000	2,500,000
Capital Levy*	337,750	337,750	144,750	96,500	48,250	965,000
Totals	$ 2,094,750	$ 2,094,750	$ 897,750	$ 598,500	$ 299,250	$ 5,985,000

* To be reviewed and finalized in the 2003 Budget Submission

4.6.1 Existing Capital Accounts (WIPS):

Projected as at December 31, 2002, approximately $355,000 of unspent Capital funds is remaining in three previously approved City / Regional Planning Capital projects related to the Official Plan.

4.6.2 Transition Board Funding Reserve:

Upon amalgamation the Transition Board allocated $1.79 million for this purpose. These funds remain unspent to date.

4.6.3. Development Charges:

This project is eligible for up to 50 percent funding from Development Charges. Based on staff's projected five year collection and reserve balance analysis, the recommended amount to be financed from this reserve is $2.5 million. If additional revenues become available in the future, they would be allocated to the project.

4.6.4 Potential Sources of Funding:

There may be opportunities to secure funding from other levels of government. For example, the information/results from the LEAR (identification of prime/non-prime agricultural land) will be important input for the Mid Peninsula Environmental Assessment being undertaken by the Ministry of Transportation. If sources of funds materialize, staff will redirect the corresponding contribution towards other capital projects in subsequent budgets.

ANALYSIS OF ALTERNATIVES:

Current funding levels are approximately 1/3 of that required for Official Plan updates and Zoning By-law reforms to be completed. Most of the existing funding would be used to hire consultants for those areas where staff do not have the required expertise.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial: Refer to pages 12 – 17.

Staffing: Refer to pages. 12 – 17.

Legal: None.

POLICIES AFFECTING PROPOSAL:

The purpose of the Official Plan and Zoning By-law review is to update the existing policies and regulations within the current documents.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

This report has been prepared jointly with the Finance and Corporate Services Department. It was circulated to the Building Division, Legal Services Division, and Infrastructure and Environmental Planning Division (TOE Department) for input.

CITY STRATEGIC COMMITMENT:

The Work Plan for the OP and Zoning By-law review is intended to provide the vehicle to implement Council's Mission, Vision, Values and Goals, including Vision 2020.

CONCLUSION:

Based on the above, it recommended that:

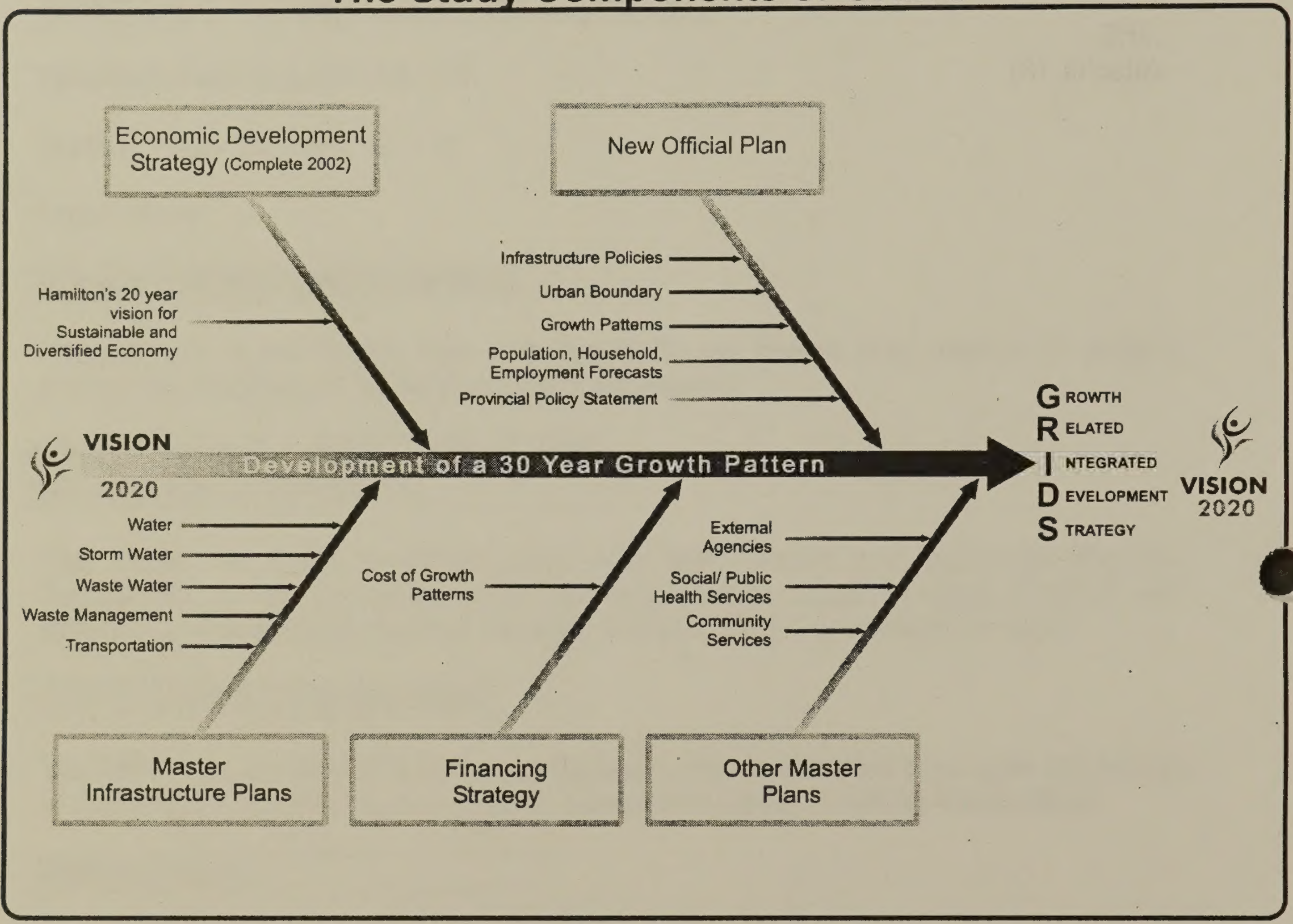
a) That Council adopt the Strategy proposed in Report PD02179/FCS02110 respecting the Official Plan and Zoning By-law Work Plan.

b) That the 3.8 million dollars of unfunded monies for this project be referred to the 2003 budget process for consideration with 2.5m to be funded from Development Charges and 1.3 to be funded over a five year period from various reserves and the levy as set out in Table 2 of this report.

c) That staff of the Long Range Planning and Design Division of the Planning and Development Department prepare an annual report to Council on the status of the priority tasks identified established in Report PD0200179/FS02110 and to reaffirm the priorities for the upcoming year.

:JHE
Attachs. (3)

The Study Components of GRIDS

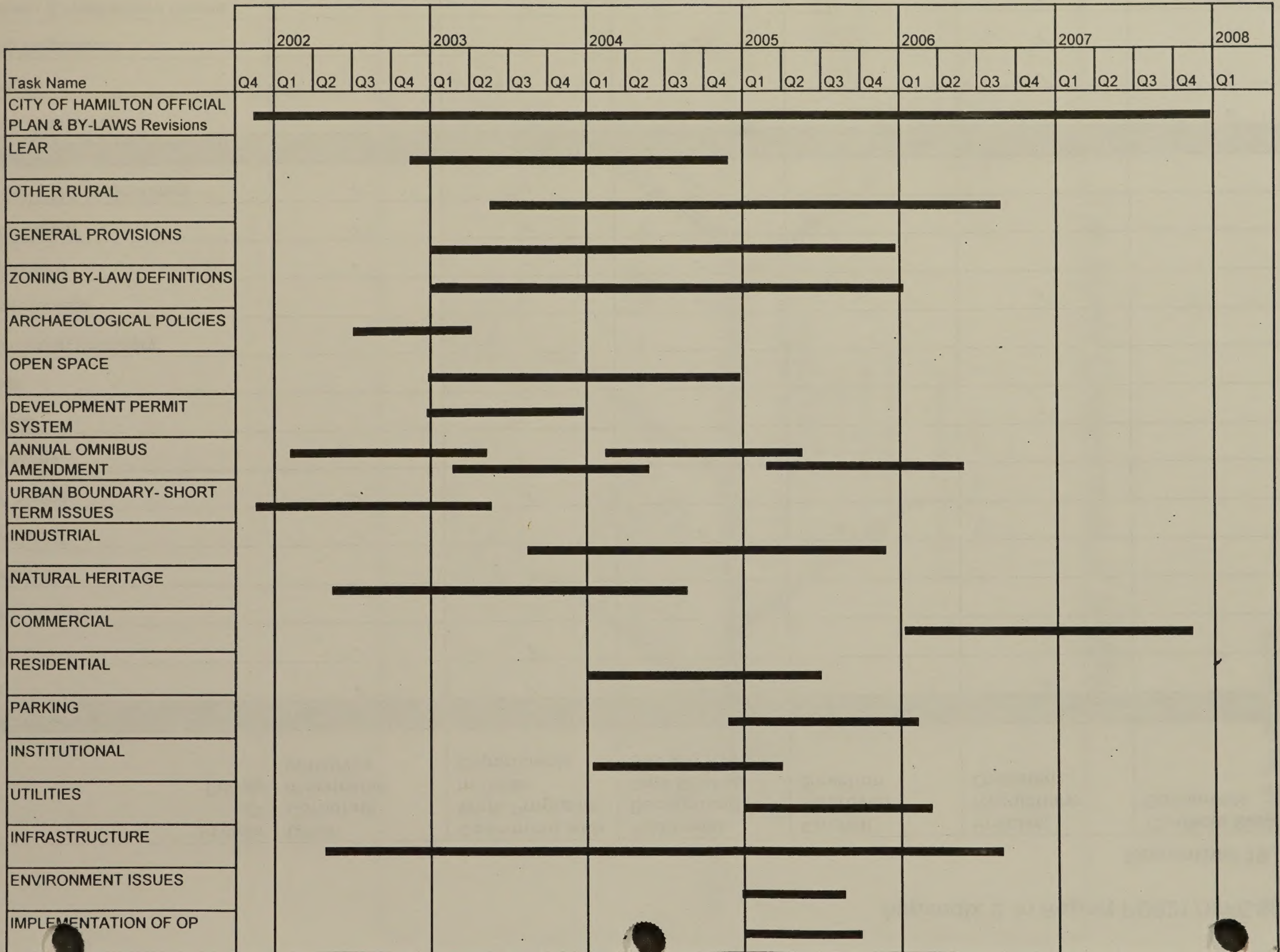

Economic Development Strategy (Complete 2002)
New Official Plan
Hamilton's 20 year vision for Sustainable and Diversified Economy
Infrastructure Policies
Urban Boundary
Growth Patterns
Population, Household, Employment Forecasts
Provincial Policy Statement
VISION 2020
Development of a 30 Year Growth Pattern
GROWTH
RELATED
INTEGRATED
DEVELOPMENT
STRATEGY
VISION 2020
Water
Storm Water
Waste Water
Waste Management
Transportation
Cost of Growth Patterns
External Agencies
Social/ Public Health Services
Community Services
Master Infrastructure Plans
Financing Strategy
Other Master Plans

Appendix B to Report PD02179/FCS02110
COW
November 19, 2002

In order Of Priority	Other Corporate /Provincial Initiatives	Concurrent with Work Programs in Other Departments	Additional Background Data Prior to Starting Review	Council Approved Direction	Policies/ Regulations Outdated	Conflicts Between Documents
OFFICIAL PLAN						
Vision	✓	✓			✓	
Rural	✓	✓			✓	
Urban						
-Residential		✓				
-Commercial	✓		✓			
-Open Space	✓	✓				
-Institutional			✓			
-Industrial	✓				✓	
-Utilities			✓			
Interim Urban Boundary				✓		
Natural Heritage			✓		✓	
Infrastructure	✓	✓	✓			
GRIDS Output	✓	✓	✓			
Long Term Urban Boundary	✓	✓	✓			✓
ZONING*						
General Provisions		✓			✓	✓
Definitions		✓			✓	✓
Parking Regulations			✓		✓	✓
Downtown (Development Permit System and Zoning)	✓	✓			✓	

* Specific zoning districts (i.e. residential) will be included in part of policy review.

Appendix C to Report PD02179/FCS02110
COW
November 19, 2002



CITY WIDE IMPLICATIONS

CITY OF HAMILTON

5.2

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002 OPR-FOR	**Prepared by:**	Alan Waterfield (905) 643-1262 Ext. 251

SUBJECT: City of Hamilton Population, Household and Employment Projection Scenarios (PD02232) (City Wide)

RECOMMENDATION:

(a) That Council receives Report PD02232 as information.

(b) That the report “City of Hamilton Population, Household and Employment Projections” prepared by the Centre for Spatial Economics (CSE), be used on a corporate basis as input to GRIDS (Growth Related Integrated Development Strategy). The Summary Report is attached as Appendix A to Report PD02232; the full report is available under separate cover.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

Report PD02232 reviews the role of growth projections in the City’s ongoing GRIDS initiative (Growth Related Integrated Development Strategy). The information discussed in this report will be used on a corporate basis as City departments evaluate their ability to provide hard infrastructure and soft services in the context of various master plans and policy strategies. A final, preferred scenario for population, household and employment projections will not be selected until GRIDS makes clearer which growth option is most economically, environmentally and socially feasible, and how it can be achieved.

Historically, the City’s population has been increasing without a corresponding increase in employment that would provide the industrial/commercial assessment that positively impacts our ability to adequately service new community growth. While the opportunity for long-term growth in Hamilton is positive, achieving a more robust potential presents many challenges that demand a reappraisal of past approaches to policy and implementation. Strong growth is more likely to occur in municipalities that build the required infrastructure and market themselves to attract new business. Hamilton needs to ensure it can plan, finance and service a future level of growth that the City truly desires and can afford.

The City must determine what strategic and operational changes are needed if it wants to accommodate growth in a feasible, efficient manner. Assessing the city's capabilities for various growth scenarios will tell the City how much growth it can feasibly accommodate, and how it will do it. This task will be co-ordinated through numerous City departments involved in the GRIDS initiative. Population, household and employment projections are a key component to this analysis. In the end, the "official growth projection" selected by Hamilton must reflect what the City can realistically afford, and what can be supported by growth in its economic base.

BACKGROUND:

Perspectives on Growth

The projections discussed in this report utilise an employment based forecasting methodology in which population and household growth is primarily a result of job creation. This approach contrasts the City's previous forecasts that use a cohort-survival methodology that assumes employment inevitably follows population and household expansion.

While the perspective of employment following population can be valid in the right conditions, real growth does not necessarily occur in this manner, and has certainly not in Hamilton. The City has experienced several decades of population/household growth without a corresponding increase in employment.

As illustrated in Figure 1, job growth in Hamilton has not kept pace with the City's population growth over the past few decades.

- The population increased by about 40,000 people between 1981 and 1991, and again between 1991 and 2001, exceeding the level of employment growth.

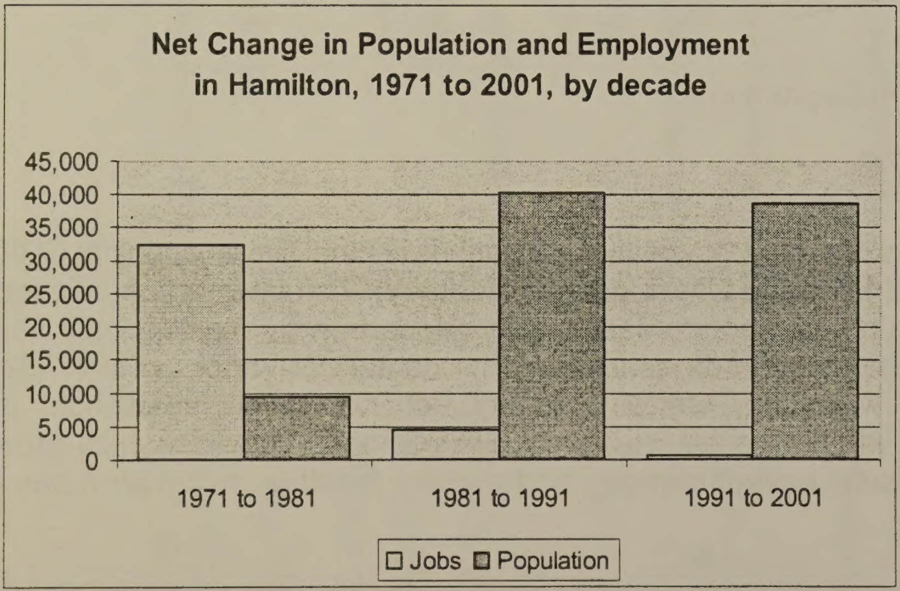


FIGURE 1 *Data Source: All in a Day's Work, Commuter Trends and Patterns for Hamilton-Wentworth, Vol. 1 Main Report, Region of Hamilton-Wentworth Community Planning and Development Division, June 1999, Statistics Canada, Centre for Spatial Economics*

- The 1971 to 1981 time period reflects stronger economic growth when employment growth surpassed population growth, and Hamilton had a commuter surplus.

Over the past 30 years Hamilton has shifted from a net commuter surplus to a net commuter deficit. This deficit means that more Hamilton residents go to work in other municipalities than the number of non-Hamilton residents coming to work in Hamilton. It also indicates that the City may not have enough employment opportunities, or that new opportunities have been increasing at a greater pace elsewhere. This relationship is illustrated in Table 1.

City of Hamilton Commuter Surplus/Deficit

Year	Work Trips From Other Municipalities Into Hamilton	Work Trips From Hamilton to Other Municipalities	Net Commuter Surplus or Deficit
1971	22,500	15,100	7,400
1981	30,800	24,300	6,500
1986	30,700	33,200	-2,500
1991	34,400	40,800	-6,400
1996	32,900	44,255	-11,355

TABLE 1 *Source: All in a Day's Work, Commuter Trends and Patterns for Hamilton-Wentworth, Vol. 1 Main Report, Region of Hamilton-Wentworth Community Planning and Development Division, June 1999*

Growth factors influencing the commuter deficit over the past decade are illustrated in Figure 2. It shows that the recent job growth in the latter half of the 1990s has replaced jobs lost earlier in the decade.

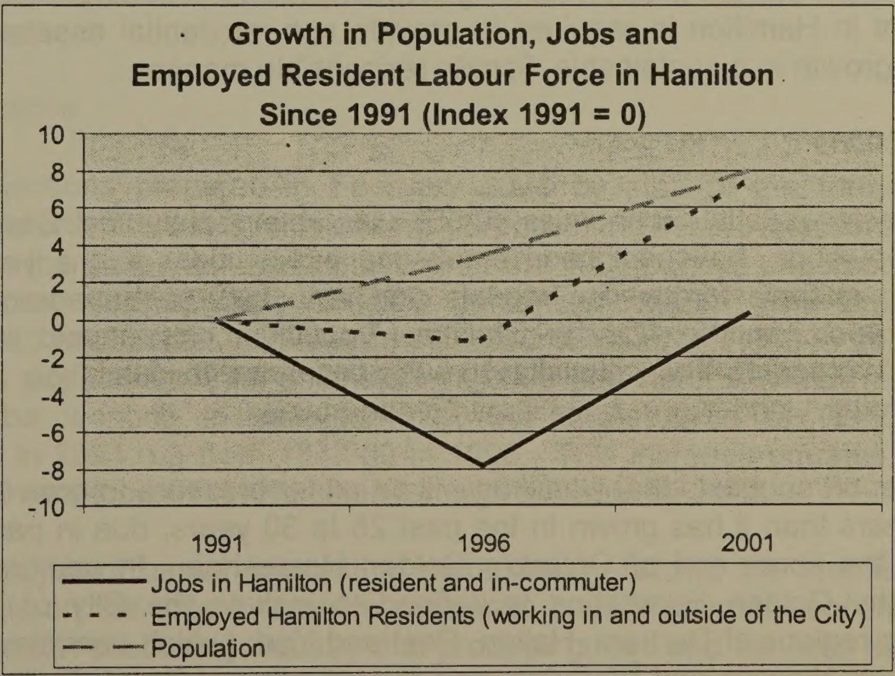


FIGURE 2 *Data Source: Centre for Spatial Economics*

- Between 1991 and 1996, the number of jobs in Hamilton (i.e. held by residents and commuters into Hamilton) fell by 8% (16,700 jobs), while the number of employed Hamilton residents (i.e. residents who work in or outside of Hamilton) decreased by only 1% (2,600 residents). This difference suggests that many Hamilton residents found employment in other municipalities by 1996. Another, less likely explanation could be that non-residents experienced most of the job losses.
- This commuter gap has continued as the number of jobs in Hamilton and employed Hamilton residents both increased by the same rate (9%) from 1996 to 2001. These figures reflect better performance over the past five years following early 1990's recession, however, the longer term net increase shows that the number of jobs in Hamilton in 2001 is only marginally higher than it was in 1991.
- In contrast, Hamilton's population in 2001 is 8% higher than it was in 1991; the net increase in the number of employed Hamilton residents in 2001 is 7.5% higher than it was in 1991.

Low growth in the number of jobs located in Hamilton relative to population and employed residents (who work in and outside of the City) indicates that new employment opportunities are located outside of the City, but within commuting distance. This employment provides jobs to Hamilton residents, keeping the unemployment rate relatively low, but does not provide industrial/commercial assessment to the City. Hamilton's current ratio of residential to non-residential (i.e. industrial/commercial) assessment values is 86% to 14%.

Although future conditions may change to encourage more employment to follow population to Hamilton, based on the future outlook of Hamilton becoming more integrated with the GTA market, the City cannot afford to continue the perspective of employment growth inevitably following population. A proactive focus on increased employment in Hamilton is required to provide non-residential assessment to support population growth in a sustainable, fiscally responsible manner.

New Projections

The Centre for Spatial Economics (CSE) was retained by the City of Hamilton to develop population, household and employment projections to the year 2031, and to recommend suitable forecasting models and data capture/management procedures. The CSE report, entitled "City of Hamilton Population, Household and Employment Projections", presents three plausible growth scenarios for Hamilton: "Slow Growth", "Current Growth", and "Aggressive Growth" alternatives.

The CSE report suggests that Hamilton will be under pressure to grow more in the next 25 to 30 years than it has grown in the past 25 to 30 years, due in part to its strategic location in the south end of Ontario's Golden Horseshoe. In addition to the City of Hamilton, the Golden Horseshoe is defined to include the City of Toronto and its surrounding regions of Durham, Halton, Peel and York (which comprise the GTA), plus the regions of Niagara and Waterloo, and the counties of Brant, Dufferin, Simcoe and Wellington.

Population and employment growth in the Golden Horseshoe is expected to continue to be concentrated in and around the north and southwest parts of the Greater Toronto Area (GTA). This advantage is due to proximity to the United States and major transportation infrastructure including the 400-series highway network, the proposed mid-peninsula highway corridor, and Toronto Pearson and Hamilton Munro international airports. The Golden Horseshoe also attracts most of Ontario's new immigrants. High levels of net in-migration are needed to offset the slowdown in natural population growth that all forecasters anticipate will continue for the long term.

The Golden Horseshoe's annual pace of growth has been accelerating, accounting for a larger share of Ontario's total growth, due primarily to growth in the GTA.

- The CSE projects the population of the Golden Horseshoe will increase from 7.4 million in 2001 to 10.7 million by 2031.
- The GTA (Durham, Halton, Peel, Toronto and York) is projected to increase from 5.3 million in 2001 to 7.6 million in 2031.
- The balance of the Golden Horseshoe population located outside the GTA is projected to increase from 2.1 million in 2001 to 3.1 million in 2031. This area (i.e. the hinterland) includes the City of Hamilton.

Hamilton's growth opportunity is subject to the future distribution of growth that will occur in the Golden Horseshoe. The pace of the hinterland's expansion depends on the relative ability of the GTA to accommodate growth, and the relative ability of hinterland communities to successfully compete for a larger role than in the past. Opportunities in municipalities such as Hamilton will be greater if the GTA is unable to address growing congestion, but only if Hamilton can develop and sustain the new community infrastructure investment necessary to become a more attractive location for non-residential growth.

Current Projections

Currently, projections prepared in February 2000 by staff of the former Region of Hamilton-Wentworth are used for planning purposes. These projections utilise 1996 census data as the base year, and adjusting for the 1996 census undercount of 2.9% in Hamilton forecast approximately 593,000 persons in 2021. The projections also forecast 235,580 households and a resident labour force of 317,800 in 2021 to support that aggregate population. An estimated 286,000 participants in that resident labour force would be working in Hamilton (i.e. not unemployed or working in other municipalities) in 2021, up from 184,000 in 1996. This increase equates to a need to create 102,000 new jobs within Hamilton for city residents by 2021.

The CSE employment based forecasting methodology follows the premise that future growth depends on the extent to which economic base investment occurs. Economic base means wealth-producing industry that produce goods and services that are mostly consumed outside of the area in which they are produced (e.g. manufacturing, head offices, business services, logistics, research and development). It does not include local employment that exists primarily to service a resident population, such as retail, community and health care services, schools, hospitals and local government.

The growth of economic base provides industrial/commercial assessment that enables a community to sustain fiscally responsible growth. It is the type of economic growth that population will follow, attracting people to well paying job opportunities. It would keep Hamilton from continuing to become a bedroom community by decreasing our net commuter deficit.

Regardless of which perspective on growth forecasting is taken, the message is clear: Hamilton must invest in the infrastructure that delivers new, export-oriented economic growth if it wants to improve its overall performance relative to the rest of the Golden Horseshoe and the GTA in particular. The employment based growth perspective fosters thinking about planning for growth in a more strategic and fiscally responsible way, where growth is a result of proactive investment and strategic planning that we can afford to deliver and not merely wish would occur. This approach requires the City to be more deliberate in its strategic planning and infrastructure investment. It aligns with Council's recent commitment to focus resources on economic development. This strategic planning process constitutes GRIDS.

ANALYSIS OF ALTERNATIVES:

Three Forecast Scenarios

The Centre for Spatial Economics has prepared three potential scenarios for population, household and employment projections in the City of Hamilton to the year 2031. These scenarios include "Slow Growth", "Current Growth" and "Aggressive Growth" alternatives.

The three forecast scenarios represent varying degrees of residential and industrial/commercial development. They have different implications on the physical form, pattern and cost of future development, the City's future demographic composition, and service level demanded from residents, businesses, and visitors. The planning and investment requirements that must be met in order to achieve the scenarios are also different. These requirements relate to strategic policy, capital and human resources, levels of investment, private-sector involvement, and political commitment at all levels of government.

The alternative scenarios enable GRIDS to properly assess a full range of growth options that are available to the City. Various City departments will determine what the requirements are for accommodating the growth in each scenario, and will determine if and how the City could meet those requirements. This strategic analysis will consider the City's current and future capabilities, resources, and ways of doing business.

The final GRIDS forecast ultimately will be related and/or applied to a number of corporate planning applications that make up GRIDS, including:

- Official Plan review and consolidation
- Zoning By-law reform
- Land supply needs analysis

- Roads, water supply, waste and waste water service demand forecasting and master planning
- Community service program and facility strategies (e.g. recreation, transit)
- Economic development strategies and program targets
- Capital finance plans.

1. Slow Growth Scenario

The Slow Growth scenario involves little change in current conditions. It is a forecast of growth that can be expected if Hamilton does not build new growth-related infrastructure and continues to be unable to attract economic base employment growth.

Assumptions
- Hamilton does not build growth-related infrastructure (e.g. new roads, CSO tanks and trunk interceptor sewers, etc).
- Hamilton continues to be an unattractive location for economic base employment growth, in relation to competitive markets in the GTA, Waterloo Region, Brant and Niagara, but is able to replace current jobs lost due to global market forces.

Demographic Profile of Slow Growth
- The population reaches 532,000 by 2011, 537,000 by 2021, and then remains stagnant to 2031 with slow/declining growth in the long term. This forecast is less than the population anticipated in the current Official Plan.
- In 2031, the population would be only 7% (34,700) higher than it is in 2001 (503,000).
- Short term population growth would be realised as existing residential development commitments and remaining employment lands are built out. However, national trends for ageing of the population and declining fertility rates are moving toward a point of negative net natural increase by 2030 to 2040 (i.e. where the number of births and new immigrants per year is less than the number of deaths per year).
- There would be fewer new residents (i.e. migrants) moving to Hamilton. Net in-migration will decrease over time as more out-migration opportunities occur elsewhere.
- The ageing of the population will be more pronounced than it is today. In 2031, the population under 44 years of age will be 52,500 less than it is today; the population aged 45 years and older will have increased by 87,100 people.
- The Slow Growth Scenario projects 235,600 households in 2031, an increase of 41,100 (21%) from 2001. An ageing population results in slower household growth, smaller household sizes, and demand for proportionally more apartments and other dwellings that cater to older, smaller households.
- The resident labour force is projected to reach 264,900 by 2031, an increase of 16,900 (7%) from 2001. This figure includes all Hamilton residents aged 15 to 64 who are participating in the labour force.
- In 2031, the number of jobs in Hamilton (233,500) would be 10% (20,900) higher than in 2001 (212,600), and the number of employed Hamilton residents (252,400) would be 10% (22,700) higher than in 2001 (229,700). The same pace of growth

for each maintains the commuter deficit because there are fewer jobs in the City than the number of residents who are employed or seeking work.

- Job growth would be primarily in retail, health and service industries, and less in wealth-creating, economic-base employment. The number of manufacturing jobs will decline in absolute terms.
- Employment growth would decline after 2016, as illustrated below in Figure 3.

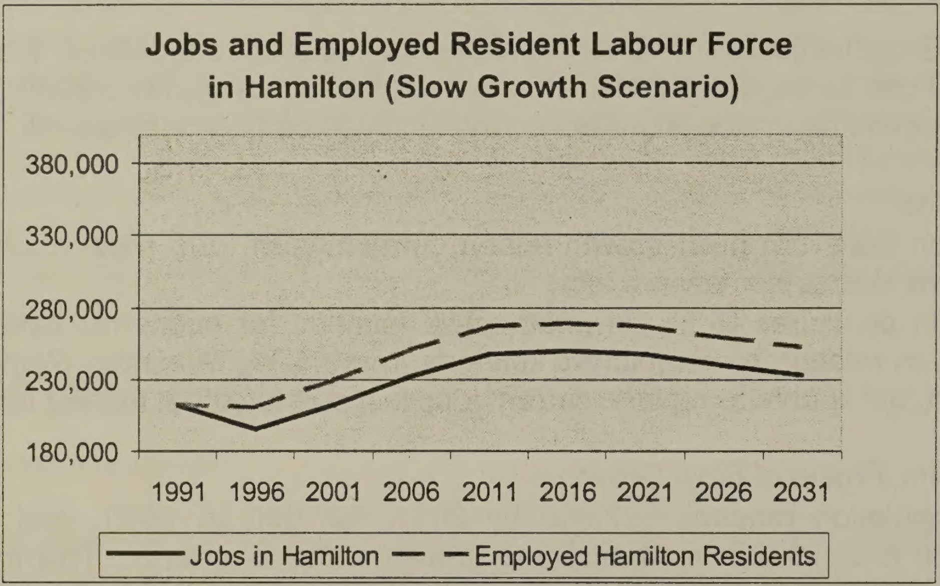


FIGURE 3 *Data Source: Centre for Spatial Economics*

Implications of/Requirements to Achieve the Slow Growth Scenario

- This scenario is a "do nothing" scenario.
- No investment is made in new infrastructure. The City can concentrate investment on repairing and maintaining existing infrastructure.
- There would be little industrial/commercial growth to contribute to Hamilton's overall assessment base, negatively affecting the City's ability to pay for new infrastructure and improvements to other municipal and community services.
- Prospects remain limited for Hamilton's business parks to attract regionally oriented employment because major infrastructure investments are very unlikely to be made.
- No expansion to Hamilton's Urban Area Boundary would be required.
- New growth will be incremental, primarily through renewal/renovation of existing built areas. Market demand will be driven by residents living in Hamilton but commuting to other communities to work.
- School enrolment will decline and fewer new schools will be required.

2. Current Growth Scenario

The Current Growth Scenario follows the track of the City's existing planned targets, about 4,000 people per year.

Assumptions

- Hamilton provides the infrastructure, currently planned and unplanned, that the Slow Growth Scenario assumes will not be built.

- The City continues the pace of population growth experienced from 1996 to 2001.
- Hamilton becomes more competitive in the GTA employment market.
- Serviced industrial land is readily available.
- The City improves its past performance by changing its traditional ways of doing business at almost all levels.
- Well-financed industrial/commercial developers (currently lacking in Hamilton) are attracted to the Hamilton market from the GTA, or the City increases its development subsidies for non-residential land and urban renewal.
- This scenario is easier to achieve if the GTA is noticeably congested.

Demographic Profile of Current Growth

- The population reaches 549,000 by 2011, 592,000 by 2021, and 622,000 by 2031.
- In 2031, the population would be 24% (119,400) higher than it is in 2001.
- There is still notable ageing of the population, but less of a decline in younger residents than experienced in the Slow Growth Scenario due to escalating levels of international and provincial migration.
- There will be 267,300 households in 2031, requiring an increase of 72,800 housing units (37%) from 2001.
- The resident labour force will be 315,500 in 2031, an increase of 67,500 (27%) from 2001.
- The number of jobs in Hamilton (296,200) would be 39% (83,600) higher than in 2001 (212,600). Job growth will increase in most industrial categories except manufacturing if the commercial and industrial tax base expands.
- The number of employed Hamilton residents (300,600) would be 31% (70,900) higher than in 2001 (229,700).
- The commuter deficit would decrease as the number of jobs in Hamilton grows faster than the number of employed residents, as illustrated in Figure 4.

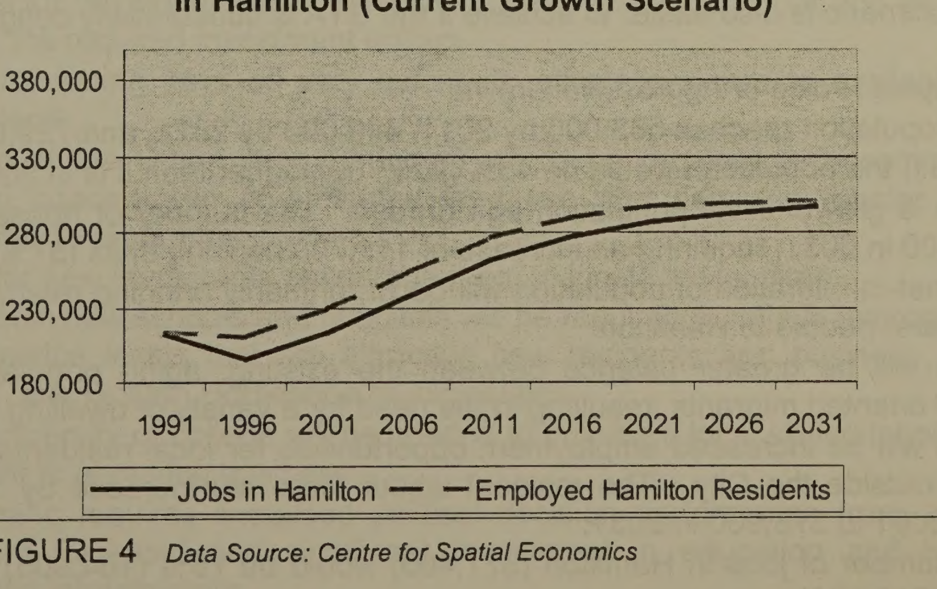


FIGURE 4 *Data Source: Centre for Spatial Economics*

Implications of/Requirements to Achieve the Current Growth Scenario

- This scenario requires an expansion of Hamilton's economic base across a variety of industries. The City effectively implements the Economic Development Strategy.
- Maintaining this track requires major and costly new investments that will challenge the City's traditional ways of doing business to attract economic base industries. The City must take the steps required by financing and implementing the required infrastructure in a timely and strategic manner.
- A clear financing structure is in place to carry out the infrastructure rejuvenation and expansion required to attract and support this growth.
- Transportation, water supply and sewage treatment master plans are implemented.
- Hamilton might continue to grow its population as suggested in this scenario without attracting new economic base industries because of the ability of new residents to easily commute to other employment locations (e.g. Burlington, Milton, Cambridge, Brantford). However, this type of growth has significant municipal finance implications that need to be considered.

3. Aggressive Growth Scenario

The Aggressive Growth Scenario almost doubles Hamilton's current pace of growth.

Assumptions

- Everything required to make growth happen occurs.
- Hamilton quickly becomes very competitive in an expanded GTA employment market.
- Serviced industrial land is readily and continually available to meet a wide range of market needs.
- There is accelerated delivery of both planned and unplanned growth-related infrastructure (e.g. new roads, transit, CSO tanks and trunk interceptor sewers, etc.), as well as investment in urban renewal and maintenance.
- Well-financed industrial/commercial developers (currently lacking in Hamilton) quickly become major players in the Hamilton market.
- This scenario is also easier to achieve if the GTA is substantially congested.

Demographic Profile of Aggressive Growth

- The population reaches 563,000 by 2011, 649,000 by 2021, and 729,000 by 2031.
- In 2031, the population would be 45% (225,700) higher than it is in 2001.
- There is growth in all population age groups. The number of households reaches 306,200 in 2031, requiring an increase of 111,700 housing units (57%) from 2001.
- High net-in-migration of population will occur, primarily bringing relatively young (18-35 years) people to Hamilton.
- There will be greater balance between the existing, aging population and more family oriented migrants, resulting in the need for a variety of dwelling types.
- There will be increased employment opportunities for local residents and residents living outside the City. The resident labour force will increase by 130,900 (53%) from 2001 to 378,900 in 2031.
- The number of jobs in Hamilton (377,400) would be 78% (164,800) higher than in 2001 (212,600).

- The number employed Hamilton residents (361,000) would be 57% (131,300) higher than in 2001 (229,700).
- The commuter deficit becomes a surplus by 2021 as the number of jobs in Hamilton (330,300) becomes greater than the number of employed residents (328,500). This change is illustrated in Figure 5.

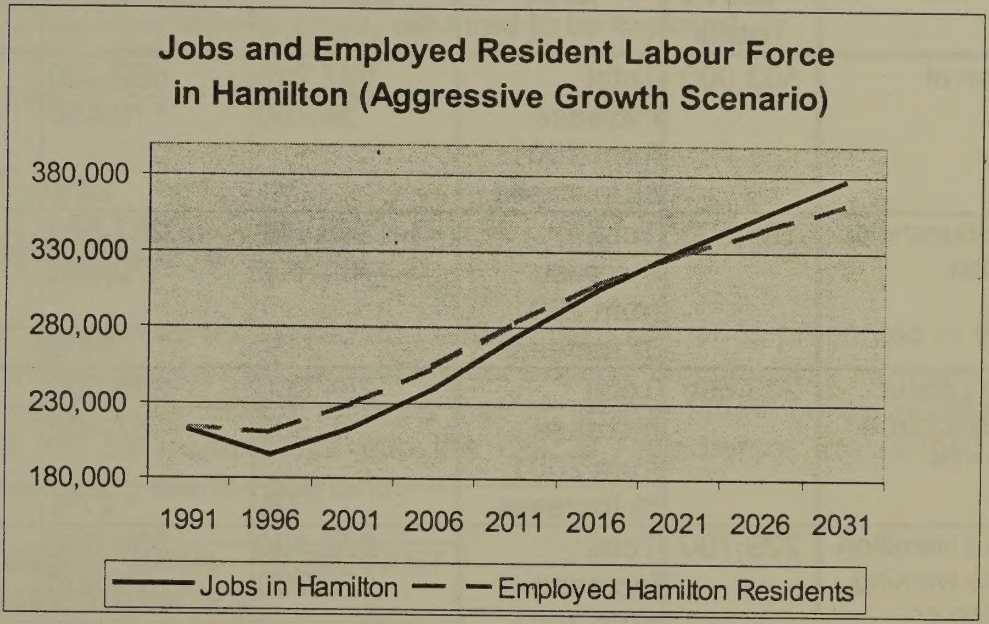


FIGURE 5 *Data Source: Centre for Spatial Economics*

Implications of/ Requirements to Achieve the Aggressive Growth Scenario

- Significant costly and rapid capital investment in infrastructure is required (e.g. new roads and water/waste water services).
- Industrial/commercial activity must be greatly expanded to provide financing for the infrastructure required to make this scenario a reality in the face of severe short-term competition from nearby municipalities.
- Private sector developers must pre-service development up front and be capable of delivering the required investment dollars.
- Effective marketing pays off very quickly to attract business to available serviced industrial land.
- Expansion of the Urban Area Boundary would be required to accommodate this growth, in concert with co-ordinated land use and servicing master plans and implementation programs.
- Services for new immigrants encourage them to locate in Hamilton.
- Investment in new schools and hospitals will be required to relieve overcrowding and provide service levels that are attractive new residents and business, relative to other GTA and Golden Horseshoe municipalities.
- Another university or college will be needed to provide a local skilled labour pool that is important to attracting business.
- This scenario requires sustained political decision performance from all levels of government for rapid and significant investment in education and health care facilities and infrastructure.

Table 2 summarises demographic characteristics of the Slow, Current and Aggressive Growth Scenarios for 2031. It shows the absolute and percentage increases in population, households and employment that are projected in each scenario

City of Hamilton Growth Scenarios for 2031

	2001 Totals	2031	Slow	Current	Aggressive
Population of Hamilton	503,000	Total	537,700	622,400	728,700
		Increase from 2001	34,700	119,400	225,700
		% Increase	7%	24%	45%
Private Households in Hamilton	194,500	Total	235,600	267,300	306,200
		Increase from 2001	41,100	72,800	111,700
		% Increase	21%	37%	57%
Hamilton Labour Force Participants Aged 15 - 64	248,000	Total	264,900	315,500	378,900
		Increase from 2001	16,900	67,500	130,900
		% Increase	7%	27%	53%
Employed Hamilton Residents working in Hamilton or outside the City	229,700	Total	252,400	300,600	361,000
		Increase from 2001	22,700	70,900	131,300
		% Increase	10%	31%	57%
Jobs in Hamilton (held by Hamilton residents and in-commuters)	212,600	Total	233,500	296,200	377,400
		Increase from 2001	20,900	83,600	164,800
		% Increase	10%	39%	78%

TABLE 2 *Data Source: Centre for Spatial Economics*

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – At this time there are no financial implications resulting from the acceptance of Report PD02232 as information, to be used on a corporate basis as input to GRIDS, as per the report recommendation. The municipal financial implications of each projection scenario will be evaluated, in detail, as part of the GRIDS analysis.

An increasing amount of investment is required in moving from the Slow to the Current and to the Aggressive scenarios in order to finance the infrastructure needed to support each level of economic growth. This shift will result in a corresponding higher debt load if current development financing strategies are not reviewed and amended. However, over time the debt position on a per capita basis would be lower in the faster growth scenarios if supported by growth in Hamilton's economic base. This position assumes that development charges and an enriched property tax assessment base, including a considerably improved industrial-commercial assessment base, would provide revenue to pay down the debt load faster.

The ability of faster growth to improve the City's financial position over time will be assessed, in detail, through GRIDS. In the end, the "official growth projection" selected by Hamilton must reflect what the City can realistically afford, and what can be supported by growth in its economic base. It should be noted that many higher growth communities have developed financial strategies and plans that have effectively dealt with growth-related pressures. Alternative funding strategies, as well as new ways of providing and financing infrastructure, will need to be explored.

Staffing – none

Legal – none

POLICIES AFFECTING PROPOSAL:

The projected population, household and employment scenarios presented in this report are for information purposes and do not impact existing City policies. However, they will be used as input to the GRIDS analysis that will shape future policy initiatives. The scenarios will not be incorporated into the Official Plan before the GRIDS analysis determines the final, preferred scenario.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The CSE report was prepared in consultation with a steering committee comprised of staff from the following City departments:

- Planning and Development
- Transportation, Operations and Environment
- Economic Development
- Social and Public Health Services
- Finance and Corporate Services
- Community Services

CITY STRATEGIC COMMITMENT:

Use of the projections through the GRIDS process, as outlined in Report PD02232 above, addresses the following goals of the VISION 2020 program:

- "To encourage development which makes efficient and economical use of infrastructure and services"

- "To minimize the environmental, social and financial costs of new development to the residents of the City of Hamilton"

It also will help to realize Council's statement of Mission, Vision, Values and Goals for the City of Hamilton, including:

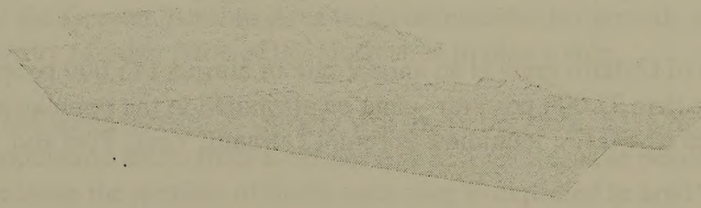
- "A City of Growth and Opportunity" through the pursuit of "investment in strategic infrastructure necessary to attract and maintain business"
- "A City that spends wisely and invests strategically"

:AW

Attach. (1) Summary Report, City of Hamilton Population, Household and Employment Projections, prepared by the Centre for Spatial Economics

Appendix A to Report PD02232
Committee of the Whole
November 19, 2002

Summary Report
City of Hamilton
Population, Household and Employment Projections



October 28, 2002

The Centre for Spatial Economics

Summary Report
City of Hamilton Population, Household and Employment Projections

Introduction

The Centre for Spatial Economics (CSE) was retained by the City of Hamilton through 2001 and 2002 to prepare the attached report on the City's potential for economic and demographic growth to the year 2031.

The report draws the conclusion that the City of Hamilton is under pressure to grow by more over the next quarter century than it grew over the last quarter century.

Background

Over the course of the last quarter century Hamilton's[1] population grew from 423,000 to 503,000, for a gain of 80,000 or 19 percent. Over that same period Ontario's population grew from 8.6 million to 11.9 million, for a gain of 3.3 million or 39 percent. Thus Hamilton's rate of growth over this period was only half that of the province as a whole.

Over the last 25 years the Golden Horseshoe[2] accounted for 78 percent of the population growth of the province. Over the last ten years alone the Golden Horseshoe's contribution reached almost 82 percent.

Over the last 10 years the population of Ontario grew at an annual rate of almost 145,000 people per year. Most of this growth – more than 92,000 per year -- can be attributed to the population explosion in the Greater Toronto Area (the GTA, including Toronto, Durham, York, Peel and Halton).

But major growth also occurred throughout the rest of the Golden Horseshoe, most notably in Waterloo (more than 6,600 per year), Hamilton (more than 3,700 per year), Wellington (3,100 per year) and Niagara (almost 2,100 per year).

The most recent data indicate that the annual pace of growth accelerated in the most recent five years of that period across all the major growth centers of the Horseshoe. Over the most recent five-year period the Golden Horseshoe as a whole grew at an average annual rate of almost 134,000 people, thus accounting for 86 percent of Ontario's entire population growth over this period.

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[1] Throughout this report the terms Hamilton and City of Hamilton refer to the area now defining the City of Hamilton (that is, the boundaries of the former Regional Municipality of Hamilton-Wentworth).

[2] We define the Golden Horseshoe to include the Greater Toronto Area – Toronto, Durham, York, Peel and Halton – plus Hamilton, Niagara, Brant, Wellington, Waterloo, Dufferin and Simcoe.

Hamilton accounted for just 2.4 percent of the province's overall growth between 1976 and 2001. As a result its share of Ontario's total population declined from 4.9 percent in 1976 to 4.2 percent in 2001.

Most of this erosion in share occurred between 1976 and the early 1990s, however; since 1993 Hamilton's contribution rate to the province's population growth has increased to an average of 2.9 percent.

Hamilton's role within the province remains significant: as of 2001 it is the sixth most populated of Ontario's 49 regions, districts and counties, its absolute population gain of 80,000 (or 3,200 per year) over the last quarter century was the tenth highest among the province's 49 regions/districts/counties/cities, and its annual pace of population growth in recent years has accelerated to 4,300 per year.

The Future for Ontario and the Golden Horseshoe

The evolution of population, dwellings and employment in the City of Hamilton over the next three decades depends on a number of factors. The Centre for Spatial Economics expects the province of Ontario to face significant growth pressures over this period, and we expect the Golden Horseshoe to continue to bear the brunt of those pressures

We expect that the pace of expansion within the Golden Horseshoe depends on the relative ability of the Greater Toronto Area to accommodate this growth, and on the willingness and relative ability of other parts of the Horseshoe to play a role.

Population growth in Ontario will gradually slow in the future as the net natural change in population shifts from a net positive to a net negative position. This slowdown will occur because the number of births each year is expected to hold steady while the number of deaths is expected to increase due to the aging of the post-war baby boom generation.

If Ontario is to fill the 3 million new jobs that are projected between 2001 and 2031, net in-migration must remain high to offset the slowdown in natural population growth. All things considered – the aging of the population, the age distribution of migrants and the likely rates of labour force participation among those aged 15 to 64 years, etc. – a total population in Ontario of 16 million people will be the result.

In other words, as Ontario's employment increases from 6 million to 9 million people between 2001 and 2031, its population must increase from 12 to 16 million to provide enough people of working age to fulfill them[3].

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[3] A 33 percent increase in population is sufficient to accommodate a 50 percent increase in employment because much of the growth in population occurring over this period – mainly due to net in-migration -- will be concentrated among those of working age.

The relative strengthening of employment and population growth in the Golden Horseshoe over the last decade – and especially over the last five years – can be attributed to a number of factors including the liberalization of Canada's trade relations with the United States, the availability of transportation infrastructure throughout this area and this area's proximity to the U.S. market.

In light of these factors the CSE projects that businesses will continue to favour locations in the Golden Horseshoe over sites in other regions of the province over the next three decades, and that they will increasingly favour sites outside the GTA but within the Horseshoe.

The Future for Hamilton

This report determines a plausible range of growth scenarios for the City of Hamilton over the next three decades against the backdrop of growth anticipated for the Golden Horseshoe.

The Centre for Spatial Economics is recommending that the City consider three projection alternatives. Under the appropriate set of conditions any one of the three alternatives could describe the future of the City between now and 2031. Three scenarios are offered to assist City officials and the community at large in deciding which path Hamilton wishes to take over this period, and what types of policies are required in each case.

How each region or county within the Golden Horseshoe fares in the future will depend on how willing and how able each is to accommodate growth. Those prepared to build the infrastructure and to market themselves will grow more than those prepared to do neither.

The three projection scenarios for Hamilton included in the detailed report were chosen to illustrate the range of challenges and the range of benefits associated with each growth path.

The Slow Growth Scenario

One future the City should contemplate is one in which it chooses not to grow at all.

In this scenario the population of Hamilton would continue to grow moderately in the near term, increasing from 503,000 in 2001 to about 532,000 by 2011 (that is, at an annual growth pace about two-thirds that achieved by the City in the last five years), and then growing hardly at all thereafter (reaching 537,000 by 2016 and remaining there through to 2031).

The rate of population growth implied by this scenario between 2001 and 2031 is about 1,150 persons per year, or only about one-third of the pace achieved by Hamilton over the last quarter century.

This outcome is supported by a growing number of people concerned about the environmental impacts of growth. The City could achieve this objective by not providing for sufficient new growth in its Official Plan, and by not funding the new roads and the new water and waste management facilities required to support growth.

No expansion to the City's existing urban boundaries would be required by this scenario because the City's existing Official Plan -- *Towards a Sustainable Region: Hamilton-Wentworth Official Plan* (December 2000) -- provides for a total population of 584,000 people[4] through to the year 2020.

The Current Growth Scenario

In this scenario it is envisaged that Hamilton's future growth looks much like that of its recent past. Its economic base grows more than in the past as some success is achieved in moving the City in the direction envisaged in its new economic development strategy.

This scenario sees the steel industry retaining a strong presence in the community. But because the technological commitments made by the industry in the City in recent years means more can be produced with fewer workers, the industry will not create net new jobs in the future and thus will not cause the City's population to grow.

Thus achievement of the Current Growth Scenario requires an expansion of Hamilton's employment base across a variety of industries such as those outlined in the City's new economic development strategy.

In this scenario it is envisaged that the City markets itself to the rest of the world both as a commercial/industrial location, and as a residential location. To achieve this scenario the City must also put in place a financing structure – based on a reconsideration of development charges, on private-public partnerships, on outsourcing of services, etc. – which permits it to carry out the infrastructure rejuvenation and expansion required to support this growth. This scenario is seen to be a departure from the past as the City makes it clear to investors that it not only welcomes new business, but that it takes the steps required to attract it.

In this scenario the population of the City reaches just over 590,000 people in the year 2021, a level about equal to that envisaged for that year in the base case projection found in the report *Hamilton-Wentworth Population, Household and labour Force Projections, 1996 to 2021* dated February 2000.

The Current Growth Scenario sees Hamilton's population reaching more than 622,000 in 2031. That represents a population expansion pace equal to just under 4,000 per year between 2001 and 2031, a pace about equal to that achieved between 1996 and 2001, and faster by almost a third than that achieved between 1976 and 2001. The Current Growth Scenario could be achieved whether the GTA succeeds in reaching its potential or veers away from it. Clearly, the more the GTA veers away, the easier it will be for Hamilton to achieve this scenario.

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[4] The Official Plan provides for the population of the City to increase to 566,500 in 2020, up from 451,700 in 1991. The 1991 population estimate, however, is the census count for the City for that year. The post-censal estimate for 1991, which accounts for the estimated undercount of the population by census enumerators, is 465,800, or about 3 percent higher. The comparable undercount adjusted figure, therefore, for the year 2020 is 584,000.

In the Current Growth Scenario it is envisaged that some deepening of the industrial and commercial base of the City would also occur (that is that the number of jobs based in the City will grow faster than the number of residents who hold jobs). The relative expansion of commercial and industrial activity in this scenario helps to provide the financial underpinning to the infrastructure required to make this scenario a possibility.

The Aggressive Growth Scenario

In this scenario it is envisaged that Hamilton's pace of expansion reaches an annual pace of growth almost double that of the Current Growth Scenario. The aggressive marketing of the City as a commercial and industrial centre significantly improves the ratio of jobs in the City to residents of the City with jobs, thus attracting even greater numbers of people to live in Hamilton because of the improved job accessibility. Everything required to make growth happen in Hamilton occurs. The aggressive marketing of the City is successful, a significant portion of the growth envisaged for the Golden Horseshoe outside of the GTA is attracted to Hamilton, the City creates the infrastructure required to support this growth, and people are attracted to Hamilton to fill the numerous new roles created by its diversifying economy.

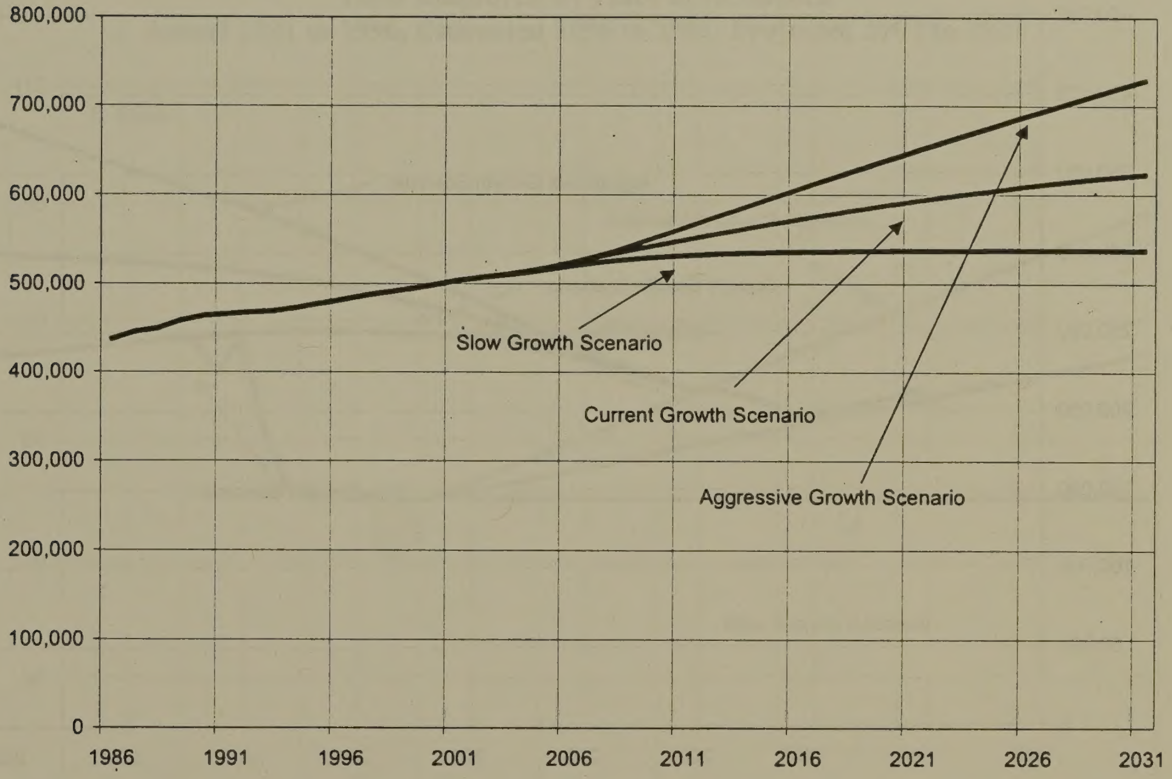
Achievement of the Aggressive Growth Scenario requires significant cooperation to prevail among the many institutions, agencies and community groups with a stake in the City's future, including other levels of government. To achieve this level of growth the City cannot simply wish for it. It must take the many steps required to attract and manage the growth, and it must make growth work in a way that suits the needs of the entire community.

As is the case in the two scenarios described above, the Aggressive Growth Scenario could be achieved whether the GTA succeeds in reaching its potential or not. In this scenario the population of Hamilton would continue to grow throughout the projection horizon, increasing from 503,000 in 2001 to about 729,000 by 2031. In this scenario the City achieves an average annual growth pace of just over 7,500 per year, a pace significantly faster than the average of 3,200 achieved between 1976 and 2001, and almost double that achieved between 1996 and 2001.

In this scenario it is envisaged that a significant deepening of the industrial and commercial base of the City would occur. Such a deepening would enable the financing required to facilitate the infrastructure expansion needed to make this scenario feasible. The method of accommodating urban growth will need to be considered early on, as the population of the City in this scenario reaches the existing Official Plan's limit of 584,000 by around 2013.

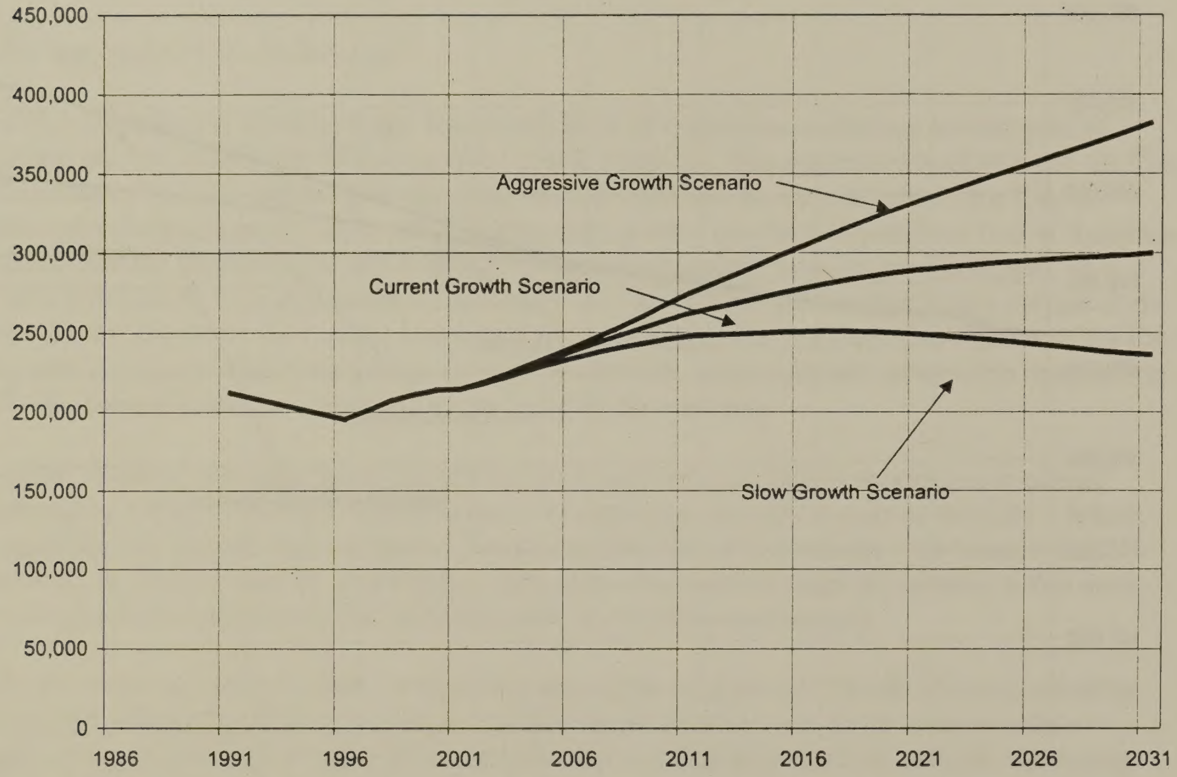
To achieve the pace of population growth envisaged here the City of Hamilton would have to attract about 25 percent of the projected growth of the population of the Golden Horseshoe among the 7 regions outside the GTA in the case where the GTA is successful in reaching its potential, or about 10 percent of the growth envisaged for the 7 regions if the GTA veers from its potential. By way of comparison, the City of Hamilton accounted for 13.8 percent of the total growth of these 7 regions between 1976 and 2001, and it accounted for 14.4 percent of the growth of these 7 regions between 1996 and 2001.

City of Hamilton Total Population
Actual 1986 to 2001, Projected 2002 to 2031



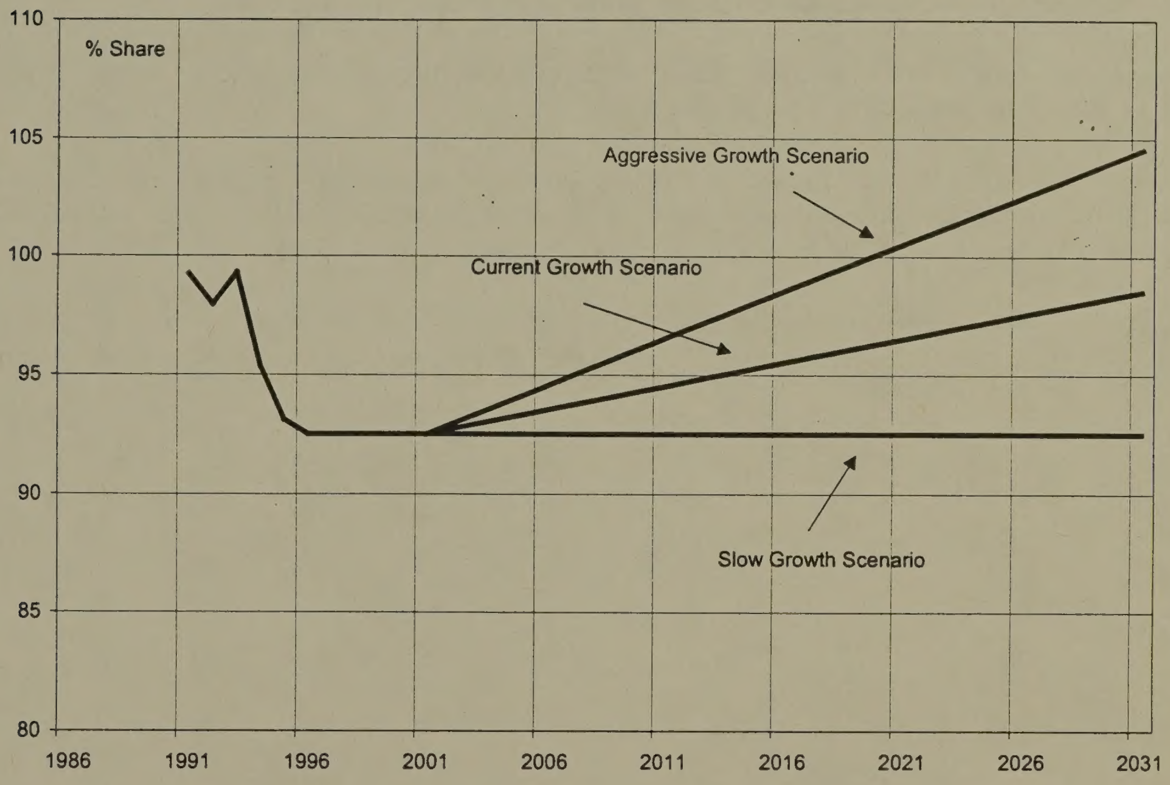
Source: Statistics Canada and the Centre for Spatial Economics

City of Hamilton Total Employed by Place of Work
Actual 1986 to 2001, Projected 2002 to 2031



Source: Statistics Canada and the Centre for Spatial Economics

City of Hamilton
Total Employed by Place of Work as a Percent Share of Total Employed by Place of Residence
Actual 1991 to 1996, Estimated 1996 to 2001, Projected 2002 to 2031



Source: Statistics Canada and the Centre for Spatial Economics

Conclusion

The City of Hamilton is located strategically in the middle of the Golden Horseshoe, Canada's major attractor – now and in the future – for business investment, employment and people. The Golden Horseshoe faces mounting pressures for growth over the next three decades. There is growing evidence that the role originally foreseen for the GTA in achieving the growth anticipated for the Golden Horseshoe might fall short of earlier expectations.

As a result, the City of Hamilton faces a range of growth choices. It can choose whether it wants to grow in the future, and, if so, by how much.

Any of the three futures described in this report is within the grasp of the City of Hamilton. This is true whether the GTA reaches its potential of 7.4 million people in 2031 or veers away from that path.

Any number of other plausible futures for Hamilton might have been described in this report. The three scenarios included here were chosen to illustrate the range of challenges and the range of benefits associated with each.

SECTION 6

SECTION 7

SECTION 8

SECTION 9

SECTION 10

SECTION 11

SECTION 12

12.1

WARDS 9, 11, 12, 14 & 15 IMPLICATIONS

CITY OF HAMILTON

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	October 18, 2002 PD02211	**Prepared by:**	Paul Mason (905) 643-1262 Ext. 213

SUBJECT: **Reconciliation of Rural Land Severance Policies in the Present Regional and Area Municipal Official Plans, (Follow up to HSC Outstanding Business List, Items AA and LL, as of Oct. 23, 2002) (PD02211) (Wards 9, 11, 12, 14 & 15)**

RECOMMENDATION:

(a) That reconciliation of policies regarding rural severances be dealt with as part Official Plan work program related to Rural Policies.

(b) That the Agricultural and Rural Affairs Committee will be consulted as part of the Official Plan Rural Policy Review.

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

While there are discontinuities between the Regional and Area Municipal Plans, the current Committee of Adjustment decision practices have been to respect the policies of the Regional Official Plan in accordance with the directions of Section 27 of the Planning

Act. The operation of the development approval system should continue in its present format. A complete review of rural planning policies is essential to support a reform of rural severance policies. This will be undertaken as part of the Official Plan Reform program and a report on the approach and priorities will be presented to Council this fall. In the meantime, it is important to ensure strict adherence to applicable policies now in effect.

BACKGROUND:

The creation of a new lot, whether by plan of subdivision or individual severance, is the most permanent and irrevocable act that can occur under North American property law. Once created, new land titles are virtually impossible to revoke. Unwise land severances serve to permanently impair the use and development of the affected and surrounding lands.

Section 53 of the Planning Act sets out the procedures for land severance applications to create new lots and other permanent land title instruments. In most communities, these applications are handled by committees of adjustment or land division committees. Subsection 53(12) requires all such committees to apply the same standards as those for a plan of subdivision in Section 51 (24) of the Planning Act.

Subsection 51(24) sets out twelve (12) technical factors, which must be considered. The statute demands that committees address all these matters in all decisions. Item # c on that list requires committees to ensure:

> "whether the plan of subdivision (or land severance) conforms to the official plan and adjacent plans of subdivision." (parenthesis added)

The legislation demands that severance decisions must conform to policies set out in the official plan which govern the land severance process.

It is standard practice for Ontario municipal official plans to set specific policies for rural severance. In years past, it was common for those policies to allow farm landowners to sever new residential lots that were otherwise denied to all other owners of rural land. This special status was based on the theory that elderly farmers should remain nearby to assist/guide the next generation of the farm family to continue agricultural operations. Alternatively, it has been presumed that farm landowners should be rewarded with development opportunities and on the expectation they return that income to improve farm operations for future generations.

1.0 Impact of Severances

Over the last 20 years, studies of rural land severance performance have been conducted by numerous municipalities and academic researchers. Experience has shown that less than 5-10% of all "retired farmer" severance lots were shown to be occupied by legitimate, retired farmers. The normal practice has been for the "farmer" to sell off the approved lot. Indeed, as off-farm income has become more important to many small farm operations, it has become increasingly difficult to reliably determine who is a bona fide "farmer". Farmers act no differently than any other landowners receiving approval to create a new lot. Even in those rare cases where retired farmers actually occupied the lots, they did not hold ownership for more than about 5-10 years before the land was re-sold to others.

A reasonably well constructed and maintained residential structure will last for at least 150 years and the lot on which it stands will remain in perpetuity. The practical effect of a favoured status for farmers in severance policy was to grant planning approval based solely on the personal characteristics of a landowner who will not even be alive for most of the useful life span of the development that results from that approval.

In the last two decades, non-farm owners of rural residences have become far more vocal in complaints about farming operations on surrounding lands. Farm and non-farm conflict has escalated as public sensitivity increased on issues such as pesticides manure management, ground water quality, natural environment impacts of farm practices, etc. The Province has responded by enacting "right to farm legislation which shields most farmers from legal attack. However, it does not protect farmers from complaints and inter-personal conflicts with their non-farm neighbours. As true farmers have become a minority group in most rural communities, these social conflicts with neighbours can besiege their day-to-day farm operations. These public sensitivities show no sign of abating in future.

It is the bona fide farmer who must ultimately deal with land management conflicts that result from the deficiencies of old rural severance practices. In the last 10 to 15 years many Ontario municipalities have removed retiring farmer severance policies from their official plans. The Province is now in the process of actively reconsidering the retiring farmer provisions of the Provincial Policy Statement based on a large number of Ontario municipalities that want that policy eliminated. A growing proportion of municipalities have chosen to prohibit all forms of rural non-farm lot creation no matter what the rationale may be. In many cases the impetus for such changes came from farmers themselves.

In 1995 the former Region of Hamilton-Wentworth Official Plan was updated and formally approved by the Minister of Municipal Affairs. The rural severance policies contained in Section 8.3 of that official plan no longer give priority to retiring farmer severance but permit a single severance from a lot or farm operation after June 1980.

2.0 Hamilton's Performance in Rural Severance Development

During 2001 and 2002, Dr. Wayne Caldwell and Claire Weir, School of Rural Planning and Development - University of Guelph, undertook research and, in July 2002, published *"Ontario's Countryside: A Resource to Preserve or an Urban Area in Waiting? - A Review of Severance Activity in Ontario's Agricultural Land During the 1990s."*

The City of Hamilton is located within the Southern region, of the study, and the study provided the following agricultural background to the region:

- This region of Ontario has the second highest acreage of agricultural land and the highest value of farm sales (2001) in the Province.
- The region has very high quality agricultural land, with much of the land being Class 1-4 agricultural land.
- The 2001 Census counted 19,631 farms in the Southern region, down 12.5% from 1996 (Statistics Canada, 2001).
- The Southern region accounts for one-third of Ontario's farms (Statistics Canada, 2001)
- The average farm size increased from 183 acres in 1996 to 203 acres in 2001, which is the lowest average in the province (Statistics Canada, 2001).
- The highest number of severance applications were made in Southern region.

In regards to severance activity from 1990 to 2000, within the City of Hamilton, the study provides the following facts:

- 1,827 severance applications were made in the City of Hamilton.
- 395 new residential lots were created from approved applications.
- Of the 395 new residential lots, the following provides the breakdown of types of residential lots created:
    - Rural Residential = 192
    - Retirement Lots = 181
    - Farm Help Lots = 14
    - Surplus Residential = 9
- The remaining 65 severances related to lot line adjustments, farm splits, agricultural commercial, agricultural industrial, institutional and recreation/natural environment.

Appendix A attached to Report PD02211 provides these facts for each of the 34 districts studied. The study provides a comparison between the districts based on the number of severances per 1,000 acres of agricultural land within that district. It should be noted that of the 34 districts studied, the City of Hamilton has the 5th highest ranking of residential severances created per 1,000 acres of agricultural land in all of Ontario. This performance can be directly related to permissive local Official Plan policies on the creation of severances.

The study also found that near-urban locations and high growth rates do not necessarily mean high rural severance rates. The study states,

> *"The Region of Waterloo and Halton Region for example have some of the highest growth rates in the country, but also have some of the lowest rates of severance activity on agricultural land."*

Two trends found through this study deal directly with severance policy:

> *"Many of the severances that occur within Ontario's agricultural land are justified because they are considered to be 'farm-related'. In reality, there are few severances that remain truly connected to the agriculture. Both farm-related and non-farm related severances create impact on the agricultural industry because they both create a residential lot. A residential severance is a residential severance."*
>
> *"Generally the severance policies governing the creation of rural non-farm lots have become more restrictive over the decade, with a number of municipalities adopting policies which are much more limited than provincial policy. Perth County is an example of a municipality which has adopted a new policy in the 1990s which prohibits severances for residential use on agricultural lands. This policy is as stringent as anywhere in North America."*

This study concludes that while the creation of the number of new lots has decreased, the cumulative impact of rural severances must be kept in perspective. Viability of farming relies partially on the farmers being able to maintain and expand their operations where possible and encroaching incompatible uses and conflicts are limited.

3.0 Region of Hamilton-Wentworth Official Plan

The Region of Hamilton-Wentworth Official Plan (ROP) provides upper tier planning polices which are to be considered first prior to reviewing the former Area Municipality Official Plan, which can be more restrictive but not more permissive. Should a severance application not conform to the policies of the ROP, there is no need to proceed to reviewing the policies of the Local Official Plan. The ROP provides policies, as set out below, with a clear direction that severances in the Rural Area shall be discouraged and limited. In regards to residential lot creation, the ROP policies outline where residential severances will be permitted, as per the following:

The ROP outlines specific policies for land severance within the City as a whole, as follows:

> **"8 LAND SEVERANCE**
>
> The severance or division of land within the Rural Areas and in particular on prime agricultural lands, is generally inconsistent with the principles of

sustainable development. This type of development takes agricultural land out of production and can contribute to conflicts or land use competition, which interfere with the primary agricultural activities in the Rural Area. Accordingly, residential development will be concentrated in the Rural Settlement Area. Regional land severance policies, as set out in this section, will be applied by the approval authority in rendering decisions on severance applications. Therefore, the Region will:

8.1 General Policies

8.1.1 Require that Area Municipal Official Plans contain detailed policies consistent with the policies in this Plan, which limit consents in the Rural Area and on prime agricultural lands and direct severance activity to Rural Settlement Areas. The Area Municipal policies will also provide locational criteria for those types of consents permitted in the Rural Area (including infill lots, for a consent to sever a property for one residential dwelling, on land that is situated between two existing non-farm residences fronting on the same side of the road which are not more than 60 metres (200 feet) apart).

In addition, policies related to Rural Settlement Areas, mineral aggregate areas, separation distances from watercourses, the Agricultural Code of Practice, consolidation of agricultural lands, surplus farm houses, continued farm viability and lots limited to appropriate size of intended use must be incorporated into the Area Municipal Official Plans. (Also refer to Policy C-2.1.1.5)

8.1.2 Consider consents for the correction of previous conveyances or acquisition of land by a public body, provided new building lots are not created and any proposed consents complies with other applicable policies in this Plan, and the Area Municipal Official Plan.

8.2 Specific Policies

In addition to the detailed policy statement contained in the Area Municipal Official Plans, the Region will:

8.2.1 Establish a minimum lot size in the Rural Area of .4 hectares (approximately 1 acre). A larger lot size may be required by the Regional Public Health Department depending upon soil and site conditions or the findings of a hydrogeological study. A potable water supply must be available for the intended use of the land.

8.2.2 Require that any parcel severed in the Rural Area be located on the portion of the applicant's land where it will have the least impact on farming and in a location which does not create an infilling situation.

8.2.3 Require that any severed parcel fronting on an arterial road is able to accommodate a driveway having safe site distances.

8.3 Prime Agricultural Lands

The preservation and enhancement of farming and agricultural lands, are vital components of the sustainable future envisioned for this Region. Retention of the agricultural land base is large parcels to maintain flexibility (as identified in the Food Land Guidelines) is fundamental.

Therefore, to protect Prime Agricultural Lands, the Region will:

8.3.1 Consider only one consent for farm related residential purposes from a viable farm operation where:

a) the applicant has owned, resided on and actively farmed the property as a primary business activity for the last 10 years;

b) no consent for farm related residential purposes, has been granted from the property since June 1980;

c) the remaining property is a viable farm operation and not less than 18 hectares (approximately 45 acres) in size, unless the farm is a specialized operation and considered viable; and,

d) the application complies with other applicable policies in this Plan and the Area Municipal Official Plan.

Once a consent has been granted under this policy, even if the farm operation involves multiple, separate properties which are farmed as part of the overall operation, no further farm related residential consents will be considered from the lands which are part of the farm operation.

8.4 Rural Lands

Some rural lands (areas having soil Classes 5, 6, 7 and 0, as defined in the Canada land Inventory) may not be as valuable for agricultural production as prime agricultural lands, but they may contain viable farming operations are still important to the rural area and landscape. These lands tend to be more tolerable of intrusions of very limited residential activities. The Region will:

8.4.1 Consider a residential consent from lands, in areas having soil Classes 5, 6, 7 and 0 which are not part of a viable farming operation, if the applicant:

a) has property of at least 18 hectares (approximately 45 acres);

b) has owned the property for at least 10 years;

c) has had no consents granted from the land since June, 1980; and,

d) has an application which complies with other applicable policies in this Plan and the Area Municipal Official Plan."

The policies within the ROP are clear that only one severance for residential purposes shall be permitted per property from 1980 onward. The 1980 "cut off" date is specifically intended to reduce and ultimately stop the creation of new residential lots in the entire rural area.

4.0 Former Municipal Official Plans

The Area Municipal Official Plans all predate the ROP, with the exception of the Town of Dundas. There are some inconsistencies between the Regional policies and the Local policies as a result.

The former City of Hamilton does not have any Rural land and the former Town of Dundas Rural lands are governed by the policies of the Niagara Escarpment Commission and Parkway Belt West Plan.

Each of the other municipalities provides greater detail and specific polices to regulate severances in the Rural area. While each OP provides similarities with the Regional Official Plan, the following outlines where the Local OPs are inconsistent:

4.1 Town of Ancaster (1984)

- Provisions permitting extensions to linear development.
- Provisions permitting lot sizes less than 0.4 hectares.
- Lack of provisions to restrict severances to only 1 lot since 1980.

4.2 Town of Flamborough (1983)

- Provisions permitting extensions to linear development.
- Provisions allowing 2 severances per rural/farm property.
- Lack of provisions to restrict severances to only 1 lot since 1980.

4.3 Township of Glanbrook (1987)

- Provisions permitting extensions to linear development.
- Lack of provisions to restrict severances to only 1 lot since 1980.

4.4 City of Stoney Creek (1986)

- Lack of provisions to restrict severances to only 1 lot since 1980.

5.0 What happens when Regional and Local Official Plans Conflict?

When upper and lower tier planning policies are in conflict the Planning Act has provided a clear and unambiguous solution since 1971. Section 27(4) states:

> "In the event of a conflict between the official plan of a county or regional, metropolitan or district municipality (upper tier municipalities) and the official plan of a local (lower tier) municipality, the plan of the county, region, metropolitan or district municipality... **shall prevail** to the extent of the conflict but in all other respects the plan of the local municipality remains in full force and effect."
> (emphasis and parenthesis added)

Notwithstanding this explicit legislative direction, it was sometimes the practice of the former Regional Land Division Committee to give preference to the Area Municipal Officials Plan over the Regional Official Plan in rural land severance decisions. That practice was inappropriate to the directives set forth by Section 27 of the Act.

However, the Committee of Adjustment in the current City of Hamilton has a new membership. Its decision practices have been to respect the policies of the Regional Official Plan over the lower tier official plans in rural consent issues.

To persons unfamiliar with the administration of official plans, the existence of Regional and an Area Municipal Plan policies in Hamilton that are not completely in alignment may seem confusing. These discontinuities will eventually have to be fixed, but they do not impede the proper operation of the development approval system on a day to day basis until that occurs.

ANALYSIS OF ALTERNATIVES:

The rural planning policies of the Regional and Local Official Plans in Hamilton are quite antiquated in comparison with most other Ontario jurisdictions. The policy standards of the Local and Regional Plans for all forms of rural severance are amongst the most permissive of any nearby jurisdiction in Ontario. They also ignore the significant environmental constraints that are now recognized to be associated with privately serviced development. There is no question, in staff's view, that Hamilton's rural severance policy requires a thorough and rigorous re-evaluation.

An "interim consolidation" or technical update of Hamilton's rural severance policies would not be a productive use of scarce staff resources. Given the clear legislative basis for the administration of multiple Official Plan policies, it would accomplish little in practice. The associated Official Plan Amendment (OPA) could still be appealed to the Ontario Municipal Board (OMB) by any party. Given the lack of research background on the serious issues presented by this subject, the City would not likely be able to successfully defend such an OPA at the OMB. The work program for the new OP has deemed the rural issues piece to be a priority to commence in early 2003.

If one can imagine rural planning policies in Hamilton to be in the form of an "automobile", then the rural severance component of that policy are the "wheels" of the car. Just as the wheels are critical to the operation and performance of a motor vehicle, so too are the rural severance requirements key elements to the implementation of the overall rural planning policy.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – Not Applicable.

Staffing – Not Applicable.

Legal – Not Applicable.

POLICIES AFFECTING PROPOSAL:

N/A.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Discussions were held with the staff of the Committee of Adjustment and Legislative Approvals sections within the Development Planning Section. The new Rural Committee of Adjustment is implementing the policies of the Regional Official Plan. Only where severances meet the criteria of the ROP, then the Committee considers the application based on the Local policies. This is the correct process in evaluating an application and it provides a fair, consistent and defensible approvals process.

CITY STRATEGIC COMMITMENT:

The City's commitment to the development of sustainable urban and rural communities requires that current practices and policies that do not support that objective be reviewed. There are several components of the former municipal Official Plans that warrant high priority for such a review, notably those pertaining to rural and agricultural development.

CONCLUSION:

It is staff's recommendation that City Council not take immediate action in this matter due to other projects previously assigned to staff for higher priority response. Through the review of the Rural Policies for the new Official Plan, policies on rural severances will be addressed.

:PM
Attachs. (5)

Comparison of Studied County/Region within Ontario Residential Severance Activity

District	County/Region	Total Arable Acres (2001)	Total Farm Sales (2001)	Number of New Residential Lots in Agricultural Land (1990 – 2000)	Number of Severances Per 1000 Acres of Agricultural Land
Central Ontario	Durham	330,286	$233,891,000	152	0.58
	Hastings	306,068	$72,059,000	372	1.93
	Kawartha	360,690	$86,119,000	469	1.46
	Northhumberland	253,665	$123,299,000	432	1.72
	Peterborough	258,642	$69,576,000	335	1.77
	Prince Edward	143,233	$66,286,000	525	4.07
	York Region	175,965	$178,963,000	84	0.87
	Central Ontario	1,828,539	$830,193,000	2369	1.75
Eastern Ontario	Lanark	241,972	$41,001,000	575	2.64
	Leeds and Grenville	336,650	$144,744,000	810	2.68
	Lennox and Addington	197,441	$57,052,000	248	1.33
	Ottawa	297,644	$151,878,000	587	3.16
	Prescott & Russell	297,384	$183,266,000	575	2.21
	Renfrew	402,978	$66,660,000	157	1.36

	Stormont, Dundas, Glngarry	496,978	$252,047,000	874	2.24
	Eastern Ontario	2,476,109	$932,840,000	3758	2.74
Southern Ontario	Brant	158,693	$144,282,000	N/A	N/A
	Chatham-Kent	552,402	$439,758,000	575	1.28
	Elgin	382,786	$262,605,000	223	0.56
	Essex	334,122	$470,769,000	1284	4.17
	Haldimand-Norfolk	515,099	$541,431,000	816	1.54
	Hamilton	**138,879**	**$222,342,000**	**395**	**3.11**
	Lambton	604,555	$321,690,000	322	0.78
	Middlesex	620,321	$494,456,000	183	0.46
	Niagara	232,817	$511,395,000	833	4.09
	Oxford	445,458	$556,130,000	104	0.40
	Southern Ontario	3,985,132	$3,964,860,000	4635	1.82
Western Ontario	Bruce	611,461	$309,996,000	196	0.61
	Dufferin	193,162	$78,423,000	327	1.66
	Grey	593,121	$240,607,000	22	0.44
	Halton	98,758	$141,473,000	51	0.55
	Huron	719,066	$656,498,000	148	0.51
	Peel	104,433	$116,537,000	185	2.43
	Perth	509,926	$555,081,000	37	0.36
	Simcoe	540,870	$293,933,000	514	1.07
	Waterloo	225,800	$379,602,000	53	0.35

	Wellington	471,389	$433,776,000	426	1.17
	Western Ontario	4,060,986	$3,205,926,000	1618	0.92
	Ontario Study Area	12,350,766	$8,933,819,000	12,364	1.30

Notes: Some of the values above have been create through estimate and extrapolation due to incomplete or the availability of information for entire time period, which may provide variations of actual should the information have been available. The specific districts affected are Durham (91-00), Lennox and Addington (90-97), Middlesex (96-00), Grey (97-00) and Simcoe (97-00).

Source: Publication prepared by Dr. Wayne Caldwell and Claire Weir, School of Rural Planning and Development – University of Guelph, July 2002, entitled *“Ontario’s Countryside: A Resource to Preserve or an Urban Area in Waiting, A Review of Severance Activity in Ontario’s Agricultural Land During the 1990s.”*

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

12.2

PLANNING AND DEVELOPMENT DEPARTMENT
Housing Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002	**Prepared by:**	Robert McKnight (905) 546-3728 Mark Mascarenhas (905) 546-4604

SUBJECT: Joint Local Transfer Plan - Community Consultation on Social Housing (CCCOSH) Report on Areas of "Municipal Flexibility" (PD01061D) (City Wide)

RECOMMENDATION:

(a) That Council receive the following reports, attached as appendices "A","B","C","D", to Report PD01061D, produced by the Community Consultation Committee on Social Housing (CCCOSH) Work Teams:

A) Access & Eligibility Work Team Report;
B) RGI & Financial Testing Work Team Report;
C) Targeting and Supply Work Team Report;
D) Terms of Reference for CCCOSH Work Team Report;

(b) That staff be directed to review the CCCOSH Work Team Reports and report back with recommendations on areas of municipal flexibility to Council by April 30th, 2003;

(c) That, until Council adopts local policies in areas of municipal flexibility, permitted under the Social Housing Reform Act, the City of Hamilton shall continue to abide by the operational and management policies set out in the *Social Housing Reform Act;* and,

(d) That the stakeholders and social housing providers who participated extensively in the consultation on social housing process initiated by the City of Hamilton be thanked for their contribution and invited to a reception to be hosted by the Housing Division.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

Responsibility for the administration of social housing was transferred to the City of Hamilton on December 1, 2001 under the *Social Housing Reform Act (SHRA)*. As part of the transfer process, the Housing Division had to develop a Joint Local Transfer Plan (JLTP) prescribed by the Ministry of Municipal Affairs and Housing. Council approved the JLTP in May 2001.

As noted in the JLTP document the Housing Division committed itself to consult with social housing stakeholders on areas of "municipal flexibility" within the *SHRA*. There are several areas where the Service Manager can implement local policies that may differ from the provincial regulations. That consultation has now been completed and the reports and recommendations now need to be reviewed, prior to recommendations to Council.

Until the Housing Division reports back to Council, the administration and management policies under the *SHRA* will be the City's default policies.

BACKGROUND:

Recommendation Report PD01061D follows Reports PD01061, PD01061A, PD01061B and PD01061C, regarding social housing devolution and the Joint Local Transfer Plan to Council.

Under the *SHRA*, the City of Hamilton was required to consult with local housing providers as part of the development of the JLTP. To engage in such process staff established a working committee called the Community Consultation Committee on Social Housing (CCCOSH) and Work Teams comprised of representatives from the community, non-profit providers, co-operatives, Urban Native organizations, tenant/legal organizations and other social housing stakeholders. These Work Teams were created to detail operational and management areas outlined in the *SHRA* on areas of municipal flexibility. The consultation took place over many months and resulted in the attached reports.

The Work Team reports were presented to CCCOSH on October 25, 2002 and are now under review by staff of the Housing Division. By April 30th 2003 staff will complete its review of the reports and make final recommendations to Council for adoption.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – None

Staffing – None

Legal –None

POLICIES AFFECTING PROPOSAL:

No existing policies are affected.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Under the *SHRA*, the City of Hamilton was required to consult with local housing providers as part of the development of the JLTP. To engage in such process staff established a working committee called the Community Consultation Committee on Social Housing (CCCOSH) and Work Teams comprised of representatives from the community, non-profit providers, co-operatives, Urban Natives organizations, tenant/legal organizations and other social housing stakeholders. These Work Teams were created to detail operational and management areas outlined in the *SHRA* on areas of municipal flexibility. The consultation took place over many months and resulted in the attached reports.

CITY STRATEGIC COMMITMENT:

The Joint Local Transfer Plan supports the following goals of the City's Strategic Plan:

A City of Growth and Opportunity

Developing Partnerships for Hamilton with Other Levels of Government
"Council will urge its government partners to take the steps necessary to support the City in its efforts."

A Great City in Which to Live

Supporting People in Need, with Care
"Council will seek work with other levels of Government and the community to ensure that people in need are supported and cared for."

A Healthy, Safe and Green City

Municipal Housing Program
"Develop and implement a municipal affordable housing program."

/RMc
Attachments (4)

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT

TABLE OF CONTENTS

1. Report of Co-chairs
2. Executive Summary
3. Report on Internal Review of Decisions
4. Report on Guidelines
5. Report on Occupancy Standards
6. Report on Application Process
7. Report on Determining Eligibility
8. Report on Independent Living
9. Report on Coordinated Access

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT OF CO-CHAIRS

The Access & Eligibility Work Team was established by the City of Hamilton to consider matters related to access and eligibility for social housing as legislated in the Social Housing Reform Act, 2000. Specifically, the work team was to address those areas where local flexibility exists by making recommendations to the Community Consultation Committee on Social Housing (CCCOSH).

The members of the Access & Eligibility Work Team included representation from the City of Hamilton, the Local Housing Corporation, Municipal and Private Non-Profit Housing Providers, Co-Operative Housing Providers, Community Agencies, Organizations that advocate for Tenants/Members/Applicants and Consumers.

The pool of knowledge and experience that the work team was able to draw on allowed for a thorough discussion of the issues. Members contributed greatly to the development of the various reports that make up the recommendations to CCCOSH and are to be applauded for the commitment of time and resources. Their contributions included attending numerous meetings over the past several months, hosting various meetings, recording and typing minutes and developing and typing the reports on the various issues.

The Access & Eligibility Work Team and its sub-groups used a model of consensus building to whenever possible reach a unanimous decision on how an issue should be addressed. Where consensus could not be reached, the majority opinion was put forward with dissenting opinions being recorded. This process allowed for give and take among the various parties and ensured their support for the position taken by the work team. If adopted by CCCOSH and the City of Hamilton as proposed, they are more likely to be supported by the community.

Work team members expressed their appreciation to the City of Hamilton for the opportunity to have direct input in the decision making process on these important issues.

Grace D'Ariano/Carl Henderson – Co-chairs

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

EXECUTIVE SUMMARY

The Access & Eligibility Work Team was established by the Community Consultation Committee on Social Housing to consider certain matters as legislated in the Social Housing Reform Act, 2000. The work was divided into specific areas of responsibility as noted below and the following recommendations were approved:

COORDINATED ACCESS

1. That housing providers retain responsibility for coordinated access with the current implementation process for the centralized waiting list.

2. That the coordinated access system approved by the Service Manager must include the following components:

   a) Community representation in its governance structure that includes residents, applicants or advocates;
   b) Computer friendly software;
   c) The minimum requirements only for coordinated access under the SHRA;
   d) Full accessibility to offices (i.e. located on bus route, on the first floor of a building, free parking available and full accessibility for disabled persons);
   e) Forms that are simple and easily understood by applicants;
   f) Maximum information made available to applicants, including how geared to income rent is calculated (i.e. with charts that provide examples of various calculations without specifics related to clients);
   g) Excellent client service (must be monitored every 6/12 months including surveying of applicants and those recently housed);
   h) Confidentiality of applicant information;
   i) Compliance reporting to the Service Manager;
   j) Live telephone service, not answering machines;
   k) Home visits available when required (if applicant is physically unable to attend at the office or security is an issue);
   l) Fair and consistent policies (including definitions of suitability and refusal of offer with ultimate discretion being given to housing providers);
   m) On-line accessibility to housing providers to access waiting lists;
   n) Web page;
   o) System recognition of different types of social housing providers (i.e. non-profits, co-operatives, local housing corporations);
   p) Up to date catalogue of housing projects;
   q) Accountability to housing providers, applicants and residents;
   r) Ability of the system to support one offer of housing at a time; and
   s) Non-discriminatory service to applicants.

3. That, subject to the availability of resources, the coordinated access system should include the following components (priority in brackets):

   a) Flexibility of staffing hours (low);
   b) Knowledge of community resources (medium);
   c) Resources and ability to provide training to the community (high);
   d) Computerized placement information for applicants with ability to project where they are on the waiting list (moderate); and
   e) Computer system adaptable to basic rent calculation changes (low).

APPLICATION PROCESS

1. That the Service Manager establish an application process that is administered by the Community Housing Access Network (Hamilton-Wentworth) Co-Operative Inc. (CHAN).

2. That the Service Manager adopt the attached “Application For Housing” form for households applying for rent-geared-to-income assistance.

3. That the Service Manager not require the Coordinated Access System to determine eligibility until the “Application For Housing” is complete.

DETERMINING ELIGIBILITY

1. That the Service Manager not set an income limit for recipients of RGI assistance.

2. That the Service Manager not set an asset limit for recipients of RGI assistance.

3. That the period for divestment of property by a household be one year after the first month in which RGI assistance is received.

4. That the period for a household in receipt of RGI assistance to report a change in a document or information be thirty calendar days.

5. That the period for an applicant for RGI assistance to report a change in a document or information be one year.

6. That the maximum period that a household in receipt of RGI assistance may be absent from their unit be set at 75 consecutive days.

7. That the waiting period for reapplication for RGI assistance after a household is convicted of fraud or misrepresentation on income remain as two years.

8. That automatic priority status be given to an applicant who is in an "urgent" situation which shall be defined in the following manner:

   a. Meeting the extended Victim of Abuse criteria, as defined by the Service Manager, which should be that currently used by CHAN, or

   b. Being terminally ill.

9. That, based on a ratio of every fifth regular offering of RGI assistance, priority status be given to applicants who meet the Service Manager's definition of "homeless", which will include persons burned out of their place of residence.

10. That in-situ market to RGI applicants be given the following application dates:

    a. If previously in receipt of RGI assistance, the original date of application for RGI assistance.

    b. If not previously in receipt of RGI assistance, the date that the applicant(s) became a market rent tenant(s).

INDEPENDENT LIVING

1. That the Service Manager liaise with the Social and Public Health Services Department to provide adequate resources (OT or PHN), to assess whether a person is able to live independently, or independently with assistance, if the Co-ordinated Access System staff or Housing Provider questions the applicant's ability to make decisions about living independently.

2. That the Service Manager, in partnership with the broader community and Social and Public Health Services, ensure that the internal review process is available to applicants when there is discrepancy between applicants who feel that they could live independently but the Coordinated Access System or Housing Provider does not think that they can.

3. That the Service Manager encourage applicants to view the information binders before an application/building sheet is filled out.

4. That at the time of application to the Co-ordinated Access System, all applicants for RGI housing be encouraged to apply in person.

5. That the Service Manager provide training to the front line staff of the Co-ordinated Access System and Housing Providers regarding the types of alternate housing available (i.e. second level lodging homes, nursing homes, homes for special needs, retirement homes) and on how to identify triggers for the need for a more in depth applicant assessment.

6. That the Service Manager liaise with other municipal departments such as the Targeting and Supply Work Team and Social and Public Health Services in order to analyse the changing needs in the community (i.e. demographics, use of and availability of community support services, number of clients evicted because of a lack of available community support services, number relocated, etc.).

7. That Social and Public Health Services liaise with the Housing Providers to provide information and increase awareness about support services available in the community.

8. That the question "Can you live independently or independently with assistance" be added to the application for RGI housing and the annual update form. If applicant(s) indicates that they can live independently with assistance or if they are currently living in a care facility as per their address, they will be mailed the attached Self Administered Independent Living Assessment Form to complete and return.

9. That, in addition, the applicant(s) will be provided with a copy of the attached Independent Living Assessment Form which must be completed by a health care professional. The Independent Living Assessment Form will include information and instructions to the health care professional completing the form that emphasize the need for an accurate and reliable assessment These forms must be returned before the application is deemed complete.

10. When the Housing Provider contacts the applicant regarding an offer to house, a self-administered Independent Assessment form (see attached) may be given to the applicant to complete if deemed necessary due to a change in circumstances since the time of application.

11. That the issue of "independent living" be further researched in collaboration with broader community partners (e.g. legal aid, housing providers, community agencies, support service agencies, housing advocates and consumers).

OCCUPANCY STANDARDS

1. That the Service Manager establish occupancy standards that reflect the largest unit a household is eligible for to receive rent-geared-to-income assistance as defined by Regulation 189 as appended to the Social Housing Reform Act, 2000.

2. That Housing Providers adhere to the guidelines with respect to suitability.

INTERNAL REVIEW OF DECISIONS

1. That all internal reviews be carried out by an Appeal Committee comprised of one Service Manager and two Housing Provider representatives.

2. That the Housing Provider representatives be drawn from a pool of individuals whose names have been put forward by the Boards of Directors of co-operative, non-profit and local housing corporations.

3. That the Housing Provider representatives may include directors or staff of non-profit/co-operative housing providers who are qualified to make a final decision on the matters to be considered by the Appeal Committee.

4. That a regular meeting date and schedule be established for meetings of the Appeal Committee.

5. That all meetings be held at the offices of the Service Manager.

6. That the Service Manager provide logistical and administrative support to the Appeal Committee.

In addition to the above noted recommendations, the Access & Eligibility Work Team approved a number of proposed guidelines for the Service Manager and Housing Providers in these areas or responsibility. The guidelines are included as a separate attachment to this report.

CITY OF HAMILTON

RGI/A&E INTERNAL REVIEW SUB-COMMITTEE

REPORT ON INTERNAL REVIEW OF DECISIONS

PARTICIPANTS (Work Team representation indicated)

Grace D'Ariano	City of Hamilton	A&E
Karen Davis	Hamilton East Kiwanis Non-Profit Homes	A&E/RGI
Kathy Dimassi	Halam Park Co-Operative Homes	A&E
Debbie Greenway	Tabby Town Co-Operative Homes	RGI
Carl Henderson (chair)	Stoney Creek Non-Profit Housing Corporation	A&E
Aaron Lynes	Victoria Park Community Homes	A&E/RGI
Lorna May	Community Housing Access Network	A&E/RGI
Kathy McInnes	Hamilton Housing Corporation	RGI
Christine Nenadovich	City of Hamilton	RGI
Marjorie Quin	Halam Park Co-Operative Homes	RGI
Jay Sengupta	Mountain Legal Clinic	RGI

ISSUES

The Social Housing Reform Act, 2000 (Bill 128) recognizes that there are certain decisions made by a Housing Provider or Coordinated Access System (in role of Service Manager) which may adversely affect a Household in receipt of rent-geared-to-income assistance or waiting to be housed.

The Act allows that in such instances, a Household may request an internal review of the adverse decision. The following references to the matter are found in Bill 128 and the accompanying regulations:

Bill 128	Section 80	Opportunity to comment;
	Section 81 (1)	Notice to household;
	Section 81 (2)	Notice to housing provider;
	Section 81 (3)	Same
	Section 82 (1)	Internal review
	Section 82 (2)	Request for internal review
	Section 83 (1)	Conduct of review
	Section 83 (2)	Same
	Section 84 (1)	When decision takes effect
	Section 84 (2)	When non-reviewable decision is final
	Section 84 (3)	When reviewable decision is final
	Section 84 (4)	When reviewer's decision is final
	Section 172 (27)	Regulations respecting Part V
	Section 172 (28)	Regulations respecting Part V

Regulation 298/01	Section 55 (1–8)	Opportunity to comment
	Section 56 (1-5)	Notices of decisions
	Section 57 (1-8)	Requests for internal reviews
	Section 58 (1-6)	Conduct of internal reviews
	Section 59 (1-6)	General rules for notices

As noted, Bill 128 gives a Household the right to request an internal review of specified decision(s) that may have an adverse affect. Section 82 (1) stipulates that the following decisions may be subject to a request for review by a Household:

a) A decision that the Household is ineligible for rent-geared-to-income assistance;

b) A decision that the Household is ineligible for special needs housing;

c) A decision respecting the type of accommodation in which the Household may be accommodated (ie. bedroom count);

d) A decision respecting the category into which the Household has been placed on the waiting list (ie. not eligible for priority status);

e) A decision respecting the amount of geared-to-income rent/housing charge payable by the Household;

f) A decision respecting a deferral of geared-to-income rent/housing charge payable by Household.

Under the legislation, Housing Providers/Coordinated Access Systems are required to give written notice to each Household of the above noted decisions. Following receipt of the written notice, the Household may request in writing a review of such decision. The legislation establishes the following specific time frames for the review process:

1. A maximum of ten business days (fourteen if the notice is sent by mail by the Housing Provider/Coordinated Access System) for the Household to request a review in writing. (May be extended by the Service Manager if satisfied that the Household acted in good faith and were unable to comply because of absence, accident, illness or reason beyond the control of the Household.)

2. A maximum of ten business days (five if the decision involves a request for priority status as a victim of violence) for the Housing Provider/Coordinated Access System to make a final decision;

3. A maximum of five business days from the date of the final decision for the Housing Provider/Coordinated Access System to notify the Household in writing.

The Social Housing Reform Act, 2000 assigns responsibility for the internal review process to the Service Manager, which may designate other parties to carry out the duties. The Internal Review Sub-Committee, made up of designated members of the

RGI Work Team and Access and Eligibility Work Team, considered the following options for performing this function:

a) That the Service Manager delegate the function to individual Housing Providers.

b) That the Service Manager delegate the function to a Peer Review Committee comprised of other Housing Providers.

a) That the Service Manager designate its own staff to carry out the function.

b) That the Service Manager delegate the function to a combination of b) and c) above.

MAJOR POINTS OF DISCUSSION

The major point of discussion were as follows:

1) Which of the options being considered would meet the requirements for an internal review process within the specified time limits.

2) Which of the options being considered would be fair and would be perceived to be fair by tenants/applicants.

3) Which of the options would have the support of Housing Providers and meet the need of the Service Manager.

4) Which of the options could address the need for flexibility and could be adequately resourced.

Points 2 and 3 were the major areas of disagreement initially between committee members. Concerns were raised about the fairness of Housing Providers reviewing their own decisions, although this is currently the practice. Other concerns were raised about the Service Manager arbitrarily overturning decisions made by Housing Providers and the possibility of political interference if the process were entirely within the jurisdiction of the Service Manager.

RECOMMENDATIONS

After careful consideration of the options previously noted, and being sensitive to the concern that Households may question the fairness and impartiality of the Housing Provider/Coordinated Access System carrying out their own internal reviews, the Internal Review Sub-Committee unanimously recommends **that the duties be delegated by the Service Manager to an Appeal Committee comprised of Housing Providers and Service Manager staff, in which a Housing Provider is not allowed to review a decision made by their own organization and a Service Manager staff person is present for all reviews.**

The Sub-Committee considered the structure of the proposed Appeal Committee and unanimously recommends **that the Appeal Committee be comprised of one Service Manager and two Housing Provider Representatives.**

The Sub-Committee considered the issue of who might represent Housing Providers in carrying out their role on the proposed Appeal Committee and unanimously recommends **that directors or staff who are qualified to make a final decision on matters being considered by the Appeal Committee may be put forward by the Housing Provider.**

The Sub-Committee considered the issues of flexibility and resources required to meet the time frames established by legislation for an internal review of a decision. While the numbers of requests for review cannot be determined at this time, it was agreed that it would likely be higher initially and then fall back as confidence in decisions being made by Housing Providers was established. The Sub-Committee unanimously recommends **that regular meeting dates be established for the Appeal Committee to allow the scheduling of members, that the meetings of the Appeal Committee be held at the offices of the Service Manager, and that the Service Manager act as a resource to the Committee for its administrative needs.**

It was also agreed, by a majority of the members but not by all, that the Sub-Committee recommends **that if the proposed Appeal Committee as comprised was not acceptable to the Service Manager, the internal review function should be carried out by the Housing Provider/Coordinated Access System.**

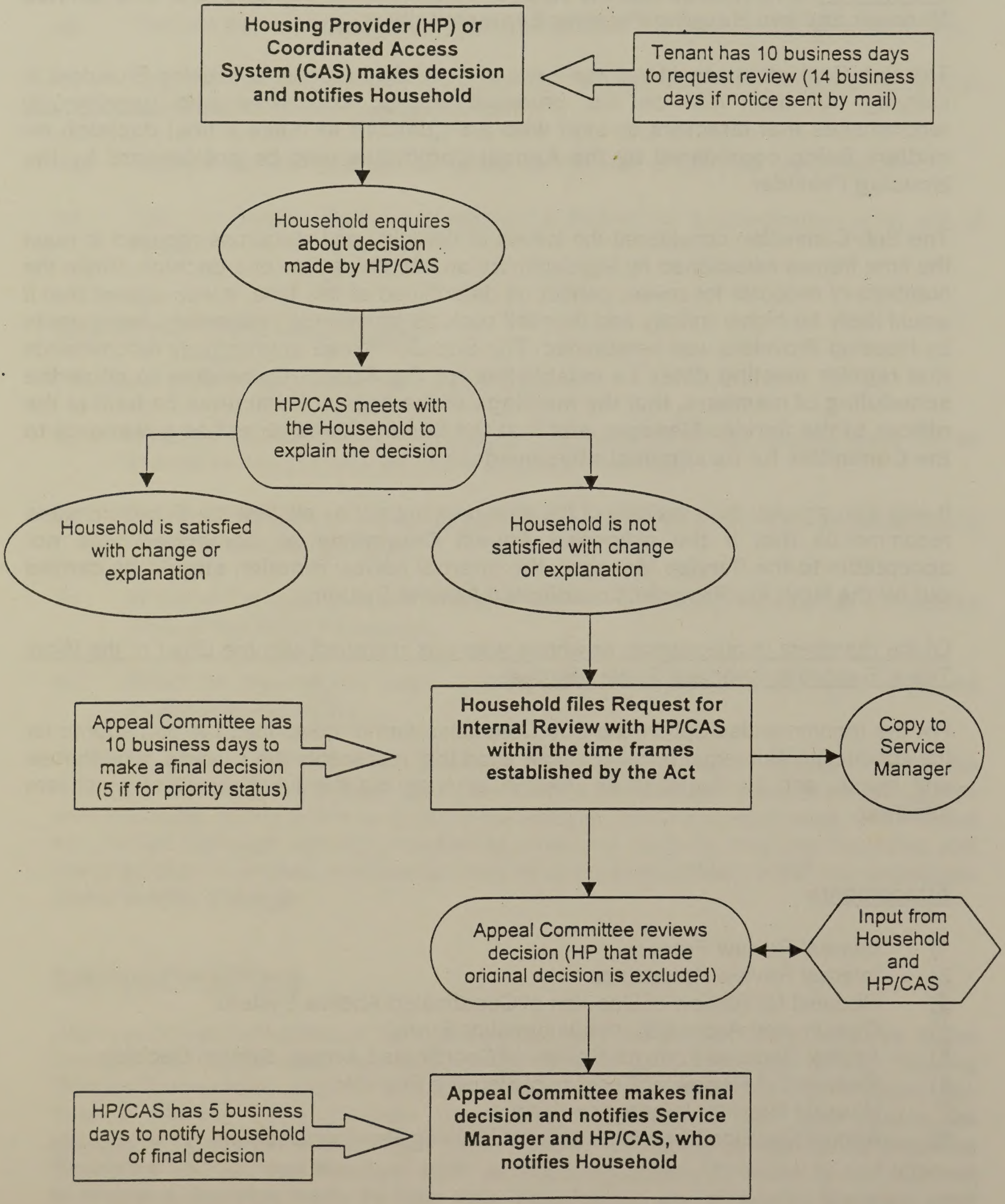
Of the members in attendance, or whose vote was recorded with the Chair of the Work Team, 5 voted in favor and 3 voted against.

For the recommended option, the Sub-Committee further developed the procedures for the conducting of internal reviews, a flow chart that represents the process, time frames and inputs, and the forms to be used in carrying out the function, all of which are attached.

Attachments

1) Internal Review Process
2) Internal Review Procedures
3) Request for Review of Decision of Coordinated Access System
4) Coordinated Access System Information Form
5) Appeal Decision Form for Review of Coordinated Access System Decision
6) Request for Review of Decision of Housing Provider
7) Housing Provider Information Form
8) Appeal Decision Form for Review of Housing Provider Decision

Appendix A – Internal Review Process – Appeal Committee Responsibility


Housing Provider (HP) or Coordinated Access System (CAS) makes decision and notifies Household
Tenant has 10 business days to request review (14 business days if notice sent by mail)
Household enquires about decision made by HP/CAS
HP/CAS meets with the Household to explain the decision
Household is satisfied with change or explanation
Household is not satisfied with change or explanation
Appeal Committee has 10 business days to make a final decision (5 if for priority status)
Household files Request for Internal Review with HP/CAS within the time frames established by the Act
Copy to Service Manager
Appeal Committee reviews decision (HP that made original decision is excluded)
Input from Household and HP/CAS
HP/CAS has 5 business days to notify Household of final decision
Appeal Committee makes final decision and notifies Service Manager and HP/CAS, who notifies Household

INTERNAL REVIEW PROCEDURES

The following procedures were proposed:

a) **Notice to Household**

All notices to a Household would be in writing with respect to decisions made by a Housing Provider or the Coordinated Access System that are covered under the review process outlined in the Social Housing Reform Act, 2000. In accordance with the Act, they would include information about the right of the Household to request a review of the decision and the time frame for making a request. Notices would be dated according to the date of personal service or mailing, whichever occurs. Included with the notice would be the form to be used in making a request for review.

b) **Request for Information**

When a Household believed that a decision made by a Housing Provider or the Coordinated Access System would have an adverse affect on them, they could request an explanation of the decision before deciding whether they would seek a formal review of the decision. This informal process of discussion between the Household and the Housing Provider or the Coordinated Access System is encouraged as a means of clarifying any misunderstanding by either party and trying to resolve the matter without the need for the Household to make a formal request for review.

c) **Request for Review**

When a Household has decided that they wished to request a formal review of a decision by a Housing Provider or the Coordinated Access System, they would complete the form prescribed by the Service Manager to the Housing Provider or the Coordinated Access System, copies of which is attached.

The Household would provide all information of which they have knowledge that was requested on the form and sign it before giving it to the Housing Provider or the Coordinated Access System which would provide any additional information with respect to their name and address that was not included and would sign the form and record on it the date it was received by them. A copy would be given to the Household on request.

d) **Notification**

The Housing Provider or the Coordinated Access System would notify the Service Manager of all requests for review received by them as soon as possible and would send a copy by facsimile transmission to the Service Manager within one business day.

On a separate form, a copy of which is attached, the Housing Provider or the Coordinated Access System would give to the Service Manager all relevant information concerning the original decision. This would be sent by facsimile transmission within two business days of receipt of the request for review.

e) **Scheduling of Review Meeting**

The Service Manager, on receiving the request for review would determine whether a decision was required within 5 or 10 business days and will schedule a meeting of the Appeal Committee accordingly. The Service Manager would ensure that all relevant information has been provided by the parties and would decide whether it was necessary for them to appear before the committee.

f) **Review Meeting and Decision**

The Appeal Committee would meet to consider such requests for review of decisions by Housing Providers or the Coordinated Access System as were scheduled by the Service Manager. The committee would be comprised of one Service Manager and two Housing Provider representatives.

A Housing Provider could be represented by a director or staff person who had sufficient knowledge of the matters being considered to enable them to make a final decision. The Service Manager would be represented by staff from within the department responsible for the administration of social housing.

The Appeal Committee could not include representation from the Housing Provider(s) that made the original decision(s). However, the Housing Provider could be asked to provide the information on which they based their decision and any additional information that they believe should be considered. The Household could be asked to provide information as to why they believe the decision is inappropriate..

Either the Household, the Housing Provider or the Coordinated Access System could be asked to attend the meeting to present evidence, but neither party should be guaranteed an opportunity to give evidence in person. The Household could be represented by an advocate or by legal counsel if they chose. The amount of time given to each party would generally be ten (10) minutes, but the Appeal Committee could allow additional time if deemed necessary depending on the circumstances. The anticipated length of time required for each review would be thirty (30) minutes but could take longer.

As a general principal, the Appeal Committee would seek to reach consensus in making its decisions. Where consensus was not attainable, the decision of the Appeal Committee would be reached by having a majority of the members in attendance being in agreement.

g) **Notice of Final Decision**

When a final decision was made, the Housing Provider or the Coordinated Access System, along with the Service Manager, would be notified by the Appeal Committee. Such notice would be given within two (2) business days of the decision. The Housing Provider or the Coordinated Access System would give notice to the Household in writing of the final decision within five (5) business days of it being made.

At its discretion, the Appeal Committee could include in its notice to the Housing Provider or the Coordinated Access System the reasons for the final decision being made. The Housing Provider could further include in its notice to the Household the information provided by the Appeal Committee.

h) **Logistics/Resources**

It would be advisable for the Service Manager to schedule a weekly meeting of the Appeal Committee. At each meeting, the members could consider all requests received during the preceding week that were complete and accompanied by the report of the Housing Provider or the Coordinated Access System with respect to the original decision.

If it is appropriate to have the Household represented at the meeting, it should be deferred to the next meeting date and the Household, the Housing Provider or the Coordinated Access System notified and invited to attend. Each party should be given a set period of time to present their information. As a general rule, the time for each presentation should be limited to ten (10) minutes and to thirty (30) minutes in total for each review.

While it was recommended that the Appeal Committee be comprised of one representative from each of two Housing Providers and one representative of the Service Manager, one additional representative of a third Housing Provider should be scheduled to attend each meeting to act as a resource to the committee and to ensure that a Housing Provider would not be required to participate in a final decision affecting a Household within their properties.

Logistical support to the Committee, such as meeting space, copying, calculators and other materials, should be provided by the Service Manager.

CITY OF HAMILTON

REQUEST FOR REVIEW OF DECISION OF CO-ORDINATED ACCESS SYSTEM

Name of Applicant ______________________________

Address of Applicant ______________________________

____

Phone No. of Applicant ______________ Alternate No. ______________

Decision to be Reviewed

Household determined ineligible for RGI assistance ☐

Household determined ineligible for special needs housing ☐

Household determined ineligible for type of accommodation ☐

Household determined ineligible for priority status ☐

Reason for Request for Review ______________________________

____

____

____

Signature of Applicant ______________________________

Signature of CHAN Staff ______________________________

Date Received by CHAN ______________________________

PLEASE RETURN THIS COMPLETED FORM TO COMMUNITY HOUSING ACCESS NETWORK (CHAN) AT 795 KING STREET EAST, HAMILTON, ONTARIO.

CITY OF HAMILTON

COORDINATED ACCESS SYSTEM INFORMATION FORM

Name of Applicant

Address of Applicant

Reason(s) for Your Decision

Options Already Discussed with Applicant

Other Information the Committee Needs

Signature of CHAN Staff

Date Report Submitted

CITY OF HAMILTON

APPEAL COMMITTEE DECISION FORM

FOR REVIEW OF COORDINATED ACCESS SYSTEM DECISION

Date ______________________________

Name of Applicant ______________________________

Date Request Form Received ______________________________

Decision Being Reviewed

Household determined ineligible for RGI assistance ☐
Household determined ineligible for special needs housing ☐
Household determined ineligible for type of accommodation ☐
Household determined ineligible for priority status ☐

Decision of Appeal Committee ______________________________

____

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Reason for Decision ______________________________

____

____

Action Required ______________________________

____

Recommendations to Coordinated Access System ______________________________

____

____

CITY OF HAMILTON

REQUEST FOR REVIEW OF DECISION OF HOUSING PROVIDER

Name of Tenant/Member ______________________________

Address of Tenant/Member ______________________________

____

Phone No. ____________________ Alternate No. __________

Name of Housing Provider ______________________________

Address of Housing Provider ______________________________

____

Decision to be Reviewed

- Household determined ineligible for RGI assistance ☐
- Household determined ineligible for special needs housing ☐
- Household determined ineligible for type of accommodation ☐
- Geared to income rent/housing charge determined for household ☐
- Deferral of geared to income rent/housing charge payable ☐

Reason for Request for Review ______________________________

____

____

Signature of Tenant/Member ______________________________

Signature of Housing Provider Staff ______________________________

Date Received by Housing Provider ______________________________

PLEASE RETURN THIS COMPLETED FORM TO YOUR HOUSING PROVIDER.

CITY OF HAMILTON

HOUSING PROVIDER INFORMATION FORM

Name of Tenant/Member ____________________

Address of Tenant/Member ____________________

____

Name of Housing Provider ____________________

Address of Housing Provider ____________________

____

Reason(s) for Your Decision ____________________

____

____

____

Options Already Discussed with Tenant/Member ____________________

____

____

Other Information the Committee Needs ____________________

____

____

____

____

Signature of Housing Provider Staff ____________________

Date Report Submitted ____________________

CITY OF HAMILTON

APPEAL COMMITTEE DECISION FORM

FOR REVIEW OF HOUSING PROVIDER DECISION

Date ______________________________

Name of Tenant/Member ______________________________

Date Request Form Received ______________________________

Name of Housing Provider ______________________________

Decision Being Reviewed

Household determined ineligible for RGI assistance ☐

Household determined ineligible for special needs housing ☐

Household determined ineligible for type of accommodation ☐

Geared to income rent/housing charge determined for household ☐

Deferral of geared to income rent/housing charge payable ☐

Decision of Appeal Committee ______________________________

____

____

Reason for Decision ______________________________

____

____

Action Required ______________________________

____

Recommendations to Housing Provider ______________________________

____

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT ON GUIDELINES

PARTICIPANTS

Christine Nenadovich	City of Hamilton
Karen Davis	Hamilton East Kiwanis Non-Profit Homes Inc.
Kathy Dimassi	Halam Park Co-Operative Homes
Sharon Hafner	Housing Help Centre
Carl Henderson (Chair)	Stoney Creek Non-Profit Housing Corporation
Mary Kachurowski	Corktown Co-Operative Homes Inc.
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Access Network
Bea McDonough	Public & Social Health Services
Mary Sinclair	Consumer
Gay Walton	United Disabled Consumers
Laurie Ward	Community Housing Registry

During its consideration of the matters referred to it by the Community Consultation Committee on Social Housing, the Access & Eligibility Work Team identified areas where it would be useful to develop guidelines for the Service Manager or Housing Providers in carrying out their responsibilities under the Social Housing Reform Act, 2000.

A sub-group of the Access & Eligibility Work Team was assigned responsibility for bringing forward recommendations in the areas noted below. Their recommendations were approved unanimously at the August 14, 2002 meeting.

Debt Agreement

Attached are the guidelines for debt agreements and a sample agreement that was approved.

Independent Living

The sub-group reviewed and amended the report on Independent Living. The report was further modified by the work team and is included in the report of the Access & Eligibility Work Team.

VOA Documentation

The sub-group considered the issue and make suggestions on modifications to the Verification for Special Priority Form. The final format is attached to the Report on Application Process.

Urgent Special Category

The sub-group considered the issue and make suggestions on modifications to the Urgent Status Application Form. The final format is attached to the Report on Application Process.

The following guidelines were recommended for urgent status applications:

a) **Only one suitable offer should be made to an applicant in the urgent category. They would be allowed an additional two offers on the regular waiting list.**

b) **The applicant's housing choices should include at least fifteen (15) buildings in at least three (3) geographic areas of the municipality.**

c) **The circumstances of the applicant should be reviewed annually to determine whether the urgent circumstance continues to exist.**

d) **All applicants requesting urgent status should be interviewed by the coordinated access system.**

In-Situ Tenants (terminology)

A form was developed for use by the coordinated access system for market to RGI applications. The form is attached to the Report on Application Process.

Homelessness

It is recommended **that the definition of homelessness be that currently used by the Community Housing Access Network, with a three month time period for application for social housing where living with family or friends. Refer to the definition included in the Verification of Homeless Status Form which is attached to the Report on Application Process.**

It is further recommended **that, like the urgent category, only one suitable offer be allowed under the homeless category.**

It is further recommended **that the status be removed if the applicant no longer meets the definition as established the Service Manager.**

Proof of Eligibility (documentation)

It is recommended **that documentation proving the following should be obtained from all applicants:**

a) **Citizenship for each member of the household – birth certificate, baptismal record, immigration papers, etc.**

b) **Age – as above.**

c) **Ability to live independently.**

d) **Willingness to sell property – signed "Agreement to Sell Real Estate" or "Declaration of Asset" form.**

It is recommended **that until an applicant file is complete (ie. all required documentation has been provided) it should be returned to the applicant, unless resources are made available to allow for retention and the opening of the computer file.** A recommendation included in the Report on Application Process would provide that the date of application is the date on which the complete file is received.

It is recommended **that the same rules apply to applications mailed in.** It was recognized that it may be necessary to develop a procedure for tracking requests for information and that photocopying the form may be sufficient.

Occupancy Standards

The issue referred by the Access & Eligibility Work Team was the circumstance where a Housing Provider had a unit in which the second, third or other bedroom was not of sufficient size to accommodate two persons. It was agreed that the matter was between the applicant and the Housing Provider.

It was also agreed that under the legislation the applicant is able to self-select and therefore should be able to choose a particular unit. If the Housing Provider has a concern, they should discuss it with the applicant and come to an agreement as to whether it is acceptable. If not, it should be deemed to not be a suitable offer.

This lead into a discussion of what constituted a suitable offer, another question that was referred by the Work Team.

Suitable Offer

The committee agreed that the decision as to what constitutes a "suitable offer" is the responsibility of the Housing Provider. In general, this has worked well with Housing Providers recognizing when a unit did not meet the needs of the applicant, particularly for those who were disabled. It was noted that in certain circumstances the applicant may be able to request an internal review of the decision and in others they could ask that the Housing Provider reconsider the decision through their governance.

The one area of concern that has been raised was the situation where a Housing Provider counted an offer as a refusal when the applicant was not able to move in immediately, without being able to give the required 60 days notice to their landlord.

It was agreed that there were circumstances where a Housing Provider had to fill a unit quickly to avoid vacancy loss, in the case of a skip or the death of a tenant. It was also agreed that in those instances an applicant should not be deemed to have refused a unit because they were not able to meet the shortened time frame for acceptance of the unit.

The committee recommended **that the guideline for a "suitable offer" should include the following:**

1. **The offering of a unit should be deemed suitable if the applicant selected the project in which the unit is located, the unit has the number of bedrooms requested, and the applicant is eligible for the unit selected.**

2. **If the above condition has been met and, after the applicant has been contacted by the Housing Provider with an offer of the unit, they do not follow through with the opportunity to view and consider the unit, they should be deemed to have refused the unit.**

3. **The unit being offered must meet any modification requirements identified by the applicant at the time of application. As there is a lack of information available on the full extent of modifications to units within the social housing universe, Housing Providers should be certain that the unit meets the needs of the applicant before considering an offer as a refusal if not accepted.**

4. **An offer should not be considered suitable in the case of a victim of abuse if the applicant learns that their abuser, a member of the abuser's family or a friend of the abuser is living in the project in which the unit is located.**

5. **Housing Providers are encouraged to allow an applicant the opportunity to give 60 days notice to their current landlord. As circumstances may arise where a Housing Provider must turn over a unit in a shorter time frame, an offer should not be considered suitable if the applicant is required to accept it without being able to provide 60 days notice.**

Interpretation of 1 Year Rule

The committee considered how the 1 year rule around changes in applicant information should be implemented. It was agreed that the legislation refers to changes in information. The rule should only apply where information requested by the Coordinated Access System has changed.

It is recommended **that the following guideline should apply:**

1. **An applicant must notify the Coordinated Access System within 1 year of a change in information requested on the application form.**

2. **If an applicant comes in to update information on an active file, self-declaration of information shall be acceptable.**

3. **If a file has been cancelled for administrative reasons, verification of the information is required in order to determine if the 1 year rule has been broken. If there has been no change in information or the change occurred within the past year, the file will be reactivated.**

It was suggested that acceptable forms of verification should include a copy of a lease for change in address, a birth certificate for a change in household composition or other reliable forms of verification.

Changes to Building Selection Form

A concern was raised about the number of changes being made by applicants to the Building Selection Form, currently at almost 900 monthly. The workload associated with entering the changes in the computer system is creating a backlog.

It was agreed that the legislation gives applicants the right to make and alter their selections and the issue was one of resources needed by the Coordinated Access System to manage the activity. It is recommended **that the issue be discussed with the Service Manager if the benchmarks do not provide adequate funding to allow the Coordinated Access System to meet its responsibilities.**

Requirement for an Extra Bedroom

The committee discussed the issue of when an extra bedroom was required by a Household. It was agreed that a Household was eligible for an extra bedroom where it was required for medical equipment such as that required for dialysis or other verified medical treatment.

In all other instances, the decision as to whether an extra bedroom would be allowed is the responsibility of the Housing Provider in accordance with their own internal policies.

Rule Versus Guideline

The committee discussed whether some of the issues that they had considered in their two meetings were within the jurisdiction of the Service Manager and would allow them to set rules rather than guidelines. This would ensure consistency in application of the policies by Housing Providers.

It was agreed that many of the issues were within the jurisdiction of the Service Manager and recommend **that they consider including them in the development of policies and directives for their implementation**. They should not do so where the jurisdiction is that of the Housing Provider.

Attachments

1) Guideline for Debt Agreements
2) Sample Debt Agreement

CITY OF HAMILTON

GUIDELINE FOR DEBT AGREEMENTS

FOR HOUSING PROVIDERS

The following rules will guide a Housing Provider in establishing a debt agreement with an Occupant (or former Occupant). As the debt agreement may at some point be introduced into the Rental Housing Tribunal or a court of law, it is essential that the process be fair to the Occupant.

1. The debt agreement will be negotiated in good faith and will allow that the Occupant is reasonably able to comply with the terms of the agreement, taking into consideration their financial circumstances.

2. The debt agreement will be in writing, using language that can be understood by all parties to the agreement.

3. The debt agreement will include a statement that the agreement was negotiated between the parties to the agreement, including the names of those who represented the parties.

4. The debt agreement will include, in specific detail, the terms and conditions for the payment of the debt and will including a statement concerning the penalty for default of the agreement.

5. The debt agreement will be dated and signed by the authorized representatives of the parties to the agreement.

6. The debt agreement will be confidential and only those parties who need to access the agreement in order to carry out their duties will do so.

7. A copy of the debt agreement will be given to the Tenant/Member. The original of the debt agreement will be maintained in the Tenant/Member's file.

A sample debt agreement has been included to assist Housing Providers in preparing one. It will serve only as guideline and should be adapted by the Housing Provider to deal with the particular circumstances of the Occupant (or former Occupant).

DEBT AGREEMENT

Between

ABC Non-Profit Housing Corporation/Co-Operative Inc.
(Landlord/Co-Op)

and

Bob Smith
((former) Occupant)
of
Address of Non-Profit/Co-Operative Project

This agreement was negotiated between ____________________, representing the Landlord/Co-Op and ____________________, representing the (former) Occupant. As a result of the negotiation, the parties agree to the following terms and conditions:

1. The parties agree that the amount owing by the (former) Occupant to the Landlord/Co-Op as of _____________ is $ ______.

2. The parties agree that the Landlord/Co-Op will not seek to terminate the tenancy of the (former) Occupant for the amounts owing under this agreement so long as the (former) Occupant maintains this agreement in good standing.

3. The (former) Occupant agrees to make an initial payment of $ ______ on the _____ day of ____________, _____ and additional payments of $ ______ on the _____ day of each month until the debt is paid in full.

4. The parties agree that the (former) Occupant will continue to/will cease to qualify for geared to income rent during the term of this agreement, so long as all other requirements are met.

5. In the event that the (former) Occupant fails to comply with the terms of this agreement, the parties agree that the Landlord/Co-Op may take whatever legal action it deems necessary to recover the amounts owing, including the eviction of the Occupant.

6. The parties will each be given a copy of this agreement.

7. The parties agree that they have read and understand these terms and conditions.

____
Signature of Landlord/Agent

____
Date

____
Signature of (former) Occupant

____
Date

CITY OF HAMILTON

ACCESS AND ELIGIBILITY WORK TEAM

REPORT ON OCCUPANCY STANDARDS

PARTICIPANTS

Grace D'Ariano	City of Hamilton
Bob McKnight	City of Hamilton
Christine Nenadovich	City of Hamilton
Marla Adams	Hamilton Housing Corporation
Karen Davis	Hamilton East Kiwanis Non-Profit Homes Inc.
Kathy Dimassi	Halam Park Co-Operative Homes
Debbie Greenway	Tabby Town Co-Operative Housing Corporation
Sharon Hafner	Housing Help Centre
Carl Henderson	Stoney Creek Non-Profit Housing Corporation
Dave Howard	Golden Horseshoe Co-Operative Housing Federation
Mary Kachurowski	Corktown Co-Operative Homes, Inc.
Katherine Kalinowski	Good Shepherd Community Homes
Barb Lareau	Active Management
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Access Network
Bea McDonough	Public & Social Health Services
Kathy McInnes	Hamilton Housing Corporation
Barbara McNamara	Stoneworth Co-Operative Housing
Marjorie Quin	Halam Park Co-Operative Homes
Mary Sinclair	Consumer
Gay Walton	United Disabled Consumers
Lauri Ward	Hamilton-Wentworth Community Housing Registry
Jeff Wingard	Social Planning & Research Council of Hamilton-Wentworth

ISSUES

The Social Housing Reform Act, 2000 (Bill 128) stipulates that the Service Manager shall establish local occupancy standards for such transferred housing programs as may be prescribed and shall do so within the prescribed period of time. The following references are found in Bill 128 and the accompanying regulations:

Bill 128	Section 67 (3)	Occupancy standards
	Section 76 (1)	Occupancy standards
	Section 76 (2)	Same

Bill 128 (continued)	Section 76 (3)	Provincial standards
	Section 76 (4)	Local standards
	Section 76 (5)	Deemed local standards
	Section 76 (6)	Effective date
	Section 76 (7)	Non-application of provincial standards
Regulation 189	Section 27 (1 – 4)	Largest unit
	Section 28 (1 – 3)	Smallest unit
	Section 29	Students living away from household
	Section 30 (1 – 4)	Requests under this Part
	Section 31 (1 – 3)	Local occupancy standards
	Section 32 (1 – 2)	Review of eligibility – occupancy standards
	Section 33 (1 – 3)	Special rule, overhoused households
	Section 34	Result of ceasing to be within the occupancy standard range

Bill 128 states that if the Service Manager does not establish local occupancy standards for a housing program within the prescribed period of time, the Service Manager shall be deemed to have established local standards that are identical to the provincial occupancy standards for the program.

MAJOR POINTS OF DISCUSSION

The major points of discussion were as follows:

1) No City By-law exists regarding the maximum number of occupants in a residential unit.

2) Most Service Mangers in the Ministry's South and Southwest Regions have established occupancy standards that reflect the largest unit a household is eligible for to receive rent-geared-to-income assistance.

3) Section 27. (2) of the Regulation states that the largest unit a household is eligible for is a unit that has,

   (a) one bedroom for any two members of the household who are spouses of each other or same-sex partners of each other;
   (b) one bedroom for each additional member of the household; and
   (c) any additional bedrooms under subsection 27 (3).

4) Section 27. (3) of the Regulation states that additional bedrooms referred to in clause (2) (c) are the following:

1. An additional bedroom if one of the spouses or same-sex partners referred to in clause (2) requires a separate bedroom because of a disability or medical condition.

2. An additional bedroom if the room is required to store equipment required by a member of the household because of a disability or medical condition.

3. An additional bedroom if the bedroom is required to accommodate an individual who is not a member of the household and who provides a member of the household with support services that are required because of the member's disability or medical condition.

4. An additional bedroom if a member of the household is pregnant.

5. An additional bedroom if,
   - I. A member of the household has joint custody over a child who is not a member of the household,
   - II. The member is required to provide accommodation for the child, and
   - III. The bedroom is required to accommodate the child.

6. An additional bedroom if,
   - I. A member of the household has visiting rights with respect to a child who is not a member of the household,
   - II. It is a condition of the member's visiting rights that the member must provide adequate accommodation for the child when the child stays overnight with the member,
   - III. The child will stay overnight with the member frequently, and
   - IV. The bedroom is required to accommodate the child.

5) Section 27. (4) of the Regulation states that an additional bedroom shall be included under clause (2) only if the household requests it.

6) Section 28. (1) of the Regulation states that the smallest unit a household is eligible for is determined in accordance with this section.

(2) The smallest unit a household is eligible for is a unit that has,

a) one bedroom for every two members of the household; and

b) an additional bedroom if there is an odd number of members in the household.

(3) Despite subsection (2), if the household consists of one individual or two individuals who are spouses of each other or same-sex

partners of each other, the smallest unit the household is eligible for is a bachelor unit.

CHAN Waiting List Projections for Rent-Geared-to-Income Housing

The following are estimates only and are based on the current waiting list and our experience **as of October 2001**. We cannot guarantee how long you will wait for an offer of housing.

	Room or Shared	Bachelor Units	1 Bdrm Unit	Apt 2 & 3 Bdrms	Town-houses 2 & 3 Bdrms	Single Family Homes 2 & 3 Bdrms	All 4+ Bdrm Units	Senior Bldgs
Ancaster	▨	▨	▨	▨	2 – 3	▨	4 - 5	1 - 2
Dundas	▨	▨	1 - 2	2 - 4	2 – 3	▨	4 - 5	1 - 2
Flamborough	▨	▨	▨	1 - 3	▨	▨	4 - 5	1 - 2
Glanbrook	▨	▨	▨	▨	▨	▨	4 - 5	1 - 2
Stoney Creek Lower	▨	1 - 2	4 - 5	1 - 3	▨	▨	4 - 5	1 - 2
Stoney Creek Mountain	▨	▨	4 - 5	▨	2 – 3	2 - 3	2 - 3	1 - 2
East Mountain	▨	▨	2 - 3	1 - 3	2 – 4	2 - 3	3 - 4	1 - 2
West Mountain	▨	▨	4 - 5	1 - 3	3 – 4	3 - 5	3 - 4	▨
East End	▨	▨	2 - 4	0 - 1	1 – 2	2 - 3	2 - 3	1 - 2
North End	▨	1 - 2	2 - 4	1 - 3	1 – 2	1 - 2	3 - 4	▨
Central	1 - 3 M	2 - 3	2 - 4	2 - 3	▨	2 - 3	2 - 3	0 - 1
Downtown	1 – 3 M	1 - 2	2 - 3	2 - 4	3 – 4	2 - 3	3 - 4	0 - 1
West End	▨	1 - 2	2 - 4	2 - 3	3 – 5	3 - 5	4 - 5	1 - 2

Note that all times are in years, except where noted (M = months). Note that Women's Community Co-op has 5+ year wait.

7) The Community Housing Access Network waiting list consists of 3396 applications based on household choices for maximum unit size. The following breakdown represents family only (no singles or seniors):

2 bedroom unit	1091 applications
3 bedroom unit	924 applications
4 bedroom unit	415 applications
5+ bedroom unit	114 applications

8) Waiting list breakdown if the minimum requirements were implemented:

- For purposes of demonstrating the affect of minimum standards on the waiting list, the actual household needs of the 924 current households on the waiting list for 3 bedroom units was analyzed:
    - ♦ 219 actually need a 2 bedroom unit
    - ♦ 621 actually need a 3 bedroom unit
    - ♦ 13 actually need a 3 bedroom unit (transfer request)
    - ♦ 71 actually need a 3 bedroom unit (market to RGI request)

9) Establishing the minimum requirement would increase the waiting list for a 2 bedroom unit by 219 households resulting in an increase in wait time that is already 1 to 5 years.

10) Establishing the minimum requirement may result in an increase in applicant refusals due to size of units.

11) Establishing the maximum requirement would result in a decrease in availability of 4 and 5+ bedroom units for larger households, as these would be offered to households with fewer occupants. There are no households presently waiting for 6 bedroom units.

RECOMMENDATIONS

After a careful review of the current Community Housing Access Network waiting list, it was recommended by a majority of the members **that the Service Manager establish occupancy standards that reflect the largest unit a household is eligible for to receive rent-geared-to-income assistance as defined by Regulation 189 as appended to the Social Housing Reform Act, 2000.**

Of the members in attendance on March 28, 2002, 9 members agreed with the recommendation, 1 member disagreed, and 1 member abstained.

The Work Team referred the matter of suitability of the unit to the sub-group responsible for developing guidelines and unanimously recommend **that Housing Providers adhere to the guidelines with respect to suitability.**

CITY OF HAMILTON

ACCESS AND ELIGIBILITY WORK TEAM

REPORT ON APPLICATION PROCESS

PARTICIPANTS

Grace D'Ariano	City of Hamilton
Bob McKnight	City of Hamilton
Christine Nenadovich	City of Hamilton
Marla Adams	Hamilton Housing Corporation
Karen Davis	Hamilton East Kiwanis Non-Profit Homes Inc.
Kathy Dimassi	Halam Park Co-Operative Homes
Debbie Greenway	Tabby town Co-Operative Housing Corporation
Sharon Hafner	Housing Help Centre
Carl Henderson	Stoney Creek Non-Profit Housing Corporation
Dave Howard	Golden Horseshoe Co-Operative Housing Federation
Mary Kachurowski	Corktown Co-Operative Homes, Inc.
Katherine Kalinowski	Good Shepherd Community Homes
Barb Lareau	Active Management
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Access Network
Bea McDonough	Public & Social Health Services
Kathy McInnes	Hamilton Housing Corporation
Barbara McNamara	Stoneworth Co-Operative Housing
Marjorie Quin	Halam Park Co-Operative Homes
Mary Sinclair	Consumer
Gay Walton	United Disabled Consumers
Lauri Ward	Hamilton-Wentworth Community Housing Registry
Jeff Wingard	Social Planning & Research Council of Hamilton-Wentworth

ISSUES

The Social Housing Reform Act, 2000, (Bill 128) stipulates that a member of a household who wishes to receive rent-geared-to-income assistance for a unit in a designated housing project may apply to the service manager. The application must contain such information and documents as may be prescribed or as may be required by the service manager and must be submitted in a form approved by the service manager.

The following references are found in Bill 128 and the accompanying regulations:

Bill 128	Section 65 (1)	Application for assistance
	Section 65 (2)	Same
	Section 65 (5)	Notice to household
	Section 65 (6)	Notice to housing provider
Regulation 189	Section 5 (1 – 16)	Application for rent-geared-to-income assistance

MAJOR POINTS OF DISCUSSION

The major points of discussion were as follows:

1) The purpose of the application is to collect information that is needed to determine eligibility for rent-geared-to-income assistance, the size and type of unit for which the household is eligible and the ranking of the household on a centralized and subsidiary waiting lists.

2) The system for selecting households is based primarily on the date of application. Special priority is given to Victims of Abuse and to any additional priorities as approved by the Service Manager.

3) The Application For Housing should contain only the information defined by the legislation to establish eligibility for rent-geared-to-income assistance.

4) Community Housing Access Network letterhead should be on the Application For Housing to reduce confusion of applicants in terms of contact for updating information.

5) The Application For Housing should be in plain language.

6) The Service Manager's legal department should review and confirm that the Application for Housing and specifically, the release, consent and declaration are in compliance with legislation.

7) Changes to the Application For Housing may affect the current software resulting in programming costs.

8) Concern was expressed that the homeless do not have the necessary verification documents, i.e., birth certificate, baptismal certificate, citizenship card, birth registration.

9) A one-year timeline for applicants to contact the access system to report changes and/or confirm status is a reasonable and fair expectation.

10) Applicants who are currently paying market rent and have applied to the access system for rent-geared-to-income assistance must notify the system within 30 calendar days of any change.

11) Responsibility for special needs housing is currently assigned to individual supportive housing providers.

RECOMMENDATIONS

1. That the Service Manager establish an application process that is administered by the Community Housing Access Network (Hamilton-Wentworth) Co-Operative Inc.

2. That the Service Manager adopt the "Application For Housing" form for households applying for rent-geared-to-income assistance.

3. That the Service Manager not required the Coordinated Access System to determine eligibility until the "Application For Housing" is complete.

Of the members in attendance on Aug. 14, 2002, 8 members agreed with the recommendation. None disagreed, and there were no abstentions.

Attachments

1) Application for Housing Form
2) Declaration of Asset Form
3) Agreement to Sell Real Estate Form
4) Verification for Special Priority Form
5) Urgent Status Application Form
6) Verification of Homeless Status Form
7) Market Rent Occupant Request for Rent Subsidy Verification Form

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT ON DETERMINING ELIGIBILITY

PARTICIPANTS

Marla Adams	Hamilton Housing Corporation
Grace D'Ariano (chairing)	City of Hamilton
Karen Davis	Hamilton East Kiwanis Non-Profit Homes
Kathy Dimassi	Halam Park Co-Operative Homes
Debbie Greenway	Tabby Town Co-Operative Homes
Sharon Hafner	Housing Help Centre
Carl Henderson (co-chairing)	Stoney Creek Non-Profit Housing Corporation
David Howard	Golden Horseshoe Co-Operative Housing Federation
Mary Kachurowski	Corktown Co-Operative Homes
Barbara Lareau	Active Management
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Access Network
Bea McDonough	Public and Social Health Services
Christine Nenadovich	City of Hamilton
Marjorie Quin	Halam Park Co-Operative Homes
Mary Sinclair	Consumer
Gay Walton	United Disabled Consumers
Lauri Ward	Community Housing Registry
Jeff Wingard	Social Planning and Research Council of Hamilton-Wentworth

ISSUES

The Social Housing Reform Act, 2000 (Bill 128) stipulates that the Service Manager is responsible for determining eligibility for rent-geared-to-income (RGI) assistance, initially and on an ongoing basis. In addition to eligibility rules for RGI established by the Province, the Service Manager is able to set local rules. The authority to do so is set out in the following sections of the Act and the accompanying regulations:

Bill 128	Section 66 (1)	Eligibility for assistance
	Section 66 (2)	Same, continued eligibility
	Section 66 (3)	Eligibility rules
	Section 66 (4)	Duty
	Section 75 (1)	Eligibility rules
	Section 75 (3)	Particulars
	Section 75 (4)	Provincial rules
	Section 75 (5)	Local rules
	Section 75 (6)	Same

Bill 128 (continued)	Section 75 (7)	Same
	Section 75 (8)	No residency criterion
	Section 75 (9)	No time limit on assistance
	Section 77 (1)	Priority rules
	Section 77 (2)	Particulars
	Section 77 (3)	Provincial rules
	Section 77 (4)	Local rules
	Section 77 (5)	Same
	Section 77 (6)	Factors to be considered
	Section 77 (7)	No residency criterion
	Section 78 (1)	Invalidity
	Section 78 (2)	Conflict
Regulation 298/01	Section 8 (1-13)	Local eligibility rules, income and asset limits
	Section 9 (3)	Divestment of residential property
	Section 10 (1-2) (as amended)	Notice of changes
	Section 11 (1-6)	Review of eligibility
	Section 13 (1-4)	Local eligibility rule, absence from unit
	Section 17 (1-2)	Local eligibility rule, reapplication

As noted, Bill 128 gives a Service Manager the right to establish local rules in a number of specified areas related to eligibility. The work team considered the areas of local flexibility, and in particular whether to establish the following local rules.

a) A rule regarding income limits for RGI recipients;

b) A rule regarding asset limits for RGI recipients;

c) A rule extending the period for divestment of residential property;

d) A rule extending the period for a household receiving RGI to report a change in a document or information that they have provided to the Service Manager;

e) A rule extending the period for an applicant for RGI to report a change in a document or information that they have provided to the Service Manager;

f) A rule regarding the length of time that a RGI household may be absent from a unit before losing their eligibility;

g) A rule regarding the length of time before a household may re-apply for RGI assistance after being convicted of fraud or misrepresentation of income.

h) A rule giving priority to a class of applicants.

MAJOR POINTS OF DISCUSSION

In each case, the major points of discussion were related to the following areas of concern.

1) Would the establishment of a local rule be in the best interest of the Service Manager?

2) Would the establishment of a local rule create undue hardship for an applicant or household in receipt of RGI assistance?

3) Would the establishment of a local rule create difficulty for housing providers or the coordinated access system to manage their area of responsibility?

4) Would the local rule be seen by the community to be fair and equitable?

The Committee discussed the pros and cons of establishing a rule in each of the areas of local flexibility. In some instances, there was almost immediate agreement to establish a local rule, or not to do so.

The main area of disagreement between Committee members was in the establishment of local priority rules. Specifically, there was a concern by housing providers that the establishment of additional classes of priority applicants would significantly limit access to RGI housing for those not meeting one of the priority classes.

The Committee recognized that the shortage of affordable housing in the community contributed to the length of time that applicants had to wait to be housed. It was agreed that CCCOSH should include in its report a recommendation that the City of Hamilton explore ways to increase the stock of affordable housing in our community.

In addition to hearing from all members of the work team on these issues, the Committee also heard from persons outside of the group with knowledge of specific needs in the community.

RECOMMENDATIONS

After careful consideration of the areas of local flexibility, the Access and Eligibility Work Team unanimously recommends the following:

1) **That the Service Manager not set an income limit for recipients of RGI assistance.**

2) **That the Service Manager not set an asset limit for recipients of RGI assistance.**

3) **That the period for divestment of property by a household be one year from the first month in which RGI assistance is received.**

4) That the period for a household in receipt of RGI assistance to report a change in a document or information be thirty calendar days.

5) That the period for an applicant for RGI assistance to report a change in a document or information be one year.

6) That the maximum period that a household in receipt of RGI assistance may be absent from their unit be set at 75 consecutive days.

7) That the waiting period for reapplication for RGI assistance after a household is convicted of fraud or misrepresentation on income remain as two years.

8) That automatic priority status be given to an applicant who is in an "urgent" situation which shall be defined in the following manner:

   a. Meeting the extended Victim of Assault criteria currently being used by CHAN, or

   b. Being terminally ill.

9) That, based on a ratio of every fifth regular offering of RGI assistance, priority status be given to applicants who meet the Service Manager's definition of "homeless", which will include persons burned out of their place of residence.

10) That in-situ market to RGI applicants be given the following applicant dates for RGI assistance:

   a. If previously in receipt of RGI assistance, the original date of application for RGI assistance.

   b. If not previously in receipt of RGI assistance, the date that the applicant(s) became a market rent tenant(s).

A majority of the members present supported the resolution that priority status should not be given to any other class of applicants. The two classes that were considered were "newcomers to the country" and "youth".

Of the members in attendance, or whose vote was registered with the chair in advance of the meeting, 9 voted in favour of the resolution, 4 voted against and 2 abstained from voting.

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT ON INDEPENDENT LIVING

PARTICIPANTS

Marla Adams	Hamilton Housing Corporation
Bea McDonough	Social and Public Heath Services
Mary Sinclair	Consumer

ISSUES

A) LEGISLATIVE

The Social Housing Reform Act, 2000 (Bill 128) stipulates that a Service Manager, Supportive Housing Provider or lead agency shall establish and administer one or more waiting lists for special needs housing in the designated housing projects of the Service Manager, and shall do so in accordance with such requirements as may be prescribed.

The following references are found in Bill 128 and the accompanying regulations:

Bill 128	Section 71 (1-2)	Application for special needs housing
	Section 72 (1-6)	Eligibility for special needs housing
	Section 73 (1-6)	Type of accommodation
	Section 74 (1-8)	Waiting lists for special needs housing
Regulation 298	Section 6 (1-12)	Application for special needs housing
	Section 7	RGI eligibility requirements
	Section 12	Cessation of eligibility
	Section 13	Consequences of cessation of eligibility
	Section 18	Interpretation
	Section 19 (1-2)	Eligibility requirement
	Section 20	Notice of changes
	Section 21 (1-5)	Review of eligibility
	Section 22 (1-3)	Cessation of eligibility
	Section 45 (1-5)	Special needs waiting lists

Of particular relevance to this report are the following excerpts from the legislation and/or regulations:

(1) Section 7 (1) (a), which states in part that :

"A *household is eligible for rent-geared -to -income assistance if, at least one member of the household is 16 years old or older and* ***is able to live independently".***

(2) Section 7 (2) (a) and (b) which state in part that:

" *For the purpose of clause (1) (a),*

(a) an individual is able to ***live independently*** *if he or she* ***is able to perform for himself or herself the normal essential activities of day-to -day living;***

(b) an individual shall be deemed to be able to ***live independently*** *if the individual is able to live independently with the aid of certain support services and* ***demonstrates that those support services will be provided to him or her when they are required.***

(3) Section 19 (1) which states:

"*A household is eligible for special needs housing if one or more of its members require accessibility modifications or provincially-funded support services in order to live independently in the community."*

(4) Section 19 (2) which states:

"A household need not be eligible for rent geared - to -income assistance in order to be eligible for special needs housing."

(5) Section 22 (3) which states that:

"A household that has been determined to be eligible and that is occupying a unit for which provincially-funded support services are provided ceases to be eligible for that unit if each member of the household who required support services in order to live independently in the community no longer requires the support services for that unit.

B) NON-LEGISLATIVE

The Sub-Group in its discussions, identified the following non-legislative issues and concerns that should be taken into consideration:

- Currently the Community Housing Access Network (CHAN) procedure (13.4.1.6) states:
  "Although this information is not collected on the application form, if the person processing the application form becomes concerned that neither the applicant nor the co-applicant may be able to live independently with or without the support

services, verification of the person's ability to live independently will be requested. If staff deem the person ineligible because of his/her inability to live independently, the application will be sent to the Review Committee to review the application."

- There is no distinction made between supported and supportive services.
- The current Special Needs Questionnaire needs more detail to determine whether and how a person is able to live independently.
- Determining eligibility to live independently must look at recommendations and guidelines from two perspectives:
  - a) Subjectively:
    - The Special Needs Questionnaire is comprehensive, but how staff of the Coordinated Access System interpret and record the information could limit the applicant's options.
  - b) Professionally:
    - Whether and how a person is able to live independently involves a more detailed assessment and evidence indicates that a doctor's letter is not sufficient.
    - Everyone is entitled to housing and as such they should be placed on a waiting list for any Housing Provider who provides the features listed on the questionnaire.
    - There is a need to identify the use of previous support services, which can trigger a more in depth assessment.
    - There can also be confounding issues of co-morbidity (several concurrent diagnoses) and external environmental factors (e.g. cutbacks to home care services which affect the ability to live independently).
    - An individual may be able to live independently at the time of application for housing, but due to a change in circumstances require support services by the time he/she is offered housing.
    - CHAN refers applicants to the individual supportive housing providers, but these units are not included on the centralized waiting list.
    - Currently, the CHAN procedure (13.4.3) states:
      1. If the applicant has indicated that a member of his/her household requires a wheelchair accessible or modified unit, ensure that a special needs form has been completed.
      2. Suggest that the applicant view the Accessible Housing Guide for more information.
      3. Check that the buildings which the applicant has selected on the Building Selection Form have modified units."

      Note: CHAN will not make a determination of ineligibility for units which are of a one floor plan, wheelchair accessible or modified in some other manner to accommodate a physical disability. If a CHAN representative believes that an applicant or a member of the household is ineligible for a modified unit, the CHAN representative will inform the applicant of their belief; but if the applicant still wishes to apply for a modified unit, they will be allowed to do so. The final determination of an applicant's eligibility for a modified unit will be made by the individual Housing Provider.

- The terms of reference used in the Accessible Housing Guide are misleading because measurements and layout of units are not consistent.
- Modified units may be difficult to rent as specific adaptations have been made to fit specific client needs, thereby making the units difficult to match with new client's needs.
- There is a question as to who defines a unit as being "unsuitable" versus what is deemed a "refusal" by an applicant.
- How staff transfer the information on the special needs form to the code at the bottom of the page could lead to a trail of misinformation that could limit the applicant's options, and their place on the waiting list.
- The Special Needs Form should ask who provides community support services (if they need help living independently) and the applicant's previous address (to determine whether they have ever lived in supportive or supported housing).
- Consideration should be given to increasing the amount of time that Housing Providers allow an applicant to view a unit when an offer has been made (currently up to 3 days) as DARTS transportation booking times may be unavailable on such short notice.
- Time frames for special needs housing applicants could drag on for months if the applicant has to rely on the mail.

RECOMMENDATIONS

1. **That the Service Manager liaise with the Social and Public Health Services Department to provide adequate resources (OT or PHN), to assess whether a person is able to live independently, or independently with assistance, if the Co-ordinated Access System staff or a housing provider questions the applicant's ability to make decisions about living independently.**

2. **That the Service Manager, in partnership with the broader community and Social and Public Health Services, ensure that the internal review process is available to applicants who feel that they could live independently but the Coordinated Access System or Housing Provider does not think that they can.**

3. **That the Service Manager encourage applicants to view the information binders before an application/ building sheet is filled out.**

4. **That at the time of application to the Co-ordinated Access System, all applicants for RGI Housing be encouraged to apply in person.**

5. **That the Service Manager provide training to the front line staff of the Co-ordinated Access System and Housing Providers regarding the types of alternate housing available (i.e. second level lodging homes, nursing homes, homes for special needs, retirement homes), and on how to identify triggers for the need for a more in depth assessment.**

6. **That the Service Manager liaise with other City of Hamilton departments such as the Targeting and Supply Work Team and the Social and Public Health Services in order to analyse the changing needs in the community (i.e. demographics; use of and availability of community support services; numbers of clients evicted because of a lack of available community support services; number relocated, etc.).**

7. **That Social & Public Health Services liaise with the Housing Providers to provide information and increase awareness about support services available in the community.**

8. **That the question "Can you live independently or independently with assistance" be added to the application for RGI housing and the annual update form. If applicant(s) indicates that they can live independently with assistance or if they are currently living in a care facility as per their address, they will be mailed the attached Self Administered Independent Living Assessment Form to complete and return.**

9. **That, in addition, the applicant(s) will be provided with a copy of the attached Independent Living Assessment Form which must be completed by a health care professional. The Independent Living Assessment Form will include information and instructions to the health care professional completing the form that emphasize the need for an accurate and reliable assessment These forms must be returned before the application is deemed complete.**

10. **When the Housing Provider contacts the applicant regarding an offer to house; a self-administered Independent Assessment form (see attached) will be given to the applicant to complete if deemed necessary.**

11. **That this issue of "independent living" be further researched in collaboration with broader community partners (e.g. legal aid, housing providers, community agencies, support service agencies, housing advocates and consumers).**

A vote was taken at the August 14, 2002 Access & Eligibility Work team meeting after this report was reviewed and amended. The report was unanimously approved by those who attended the meeting.

Attachments

1) Special Needs Form
2) Self Administered Independent Living Assessment Form
3) Independent Living Assessment Form

SELF ADMINISTERED INDEPENDENT LIVING ASSESSMENT FORM

NOTE: The purpose of the Self Administered Independent Living Assessment Form is to identify the type of assistance, if any, which in your opinion you require in order to:

- Carry out essential day-to-day activities (e.g. meal preparation, dressing, shopping for basic needs), and
- Meet your obligations as a tenant (e.g. paying rent on time, maintaining a reasonable standard of cleanliness in unit).

Personal information contained on this form is collected for or by housing or support services providers pursuant to the Freedom of Information & Protection to Privacy Act (RSO 19989; C.M. 56) for the purpose of evaluating and determining suitability and eligibility for support services and housing. This information may be disclosed to social housing providers, and provincial, federal or municipal departments or agencies that provide supportive housing and to social agencies who provide service. The applicant consents disclosure of this information on this form to any of the above entities and will provide any required supporting material.

1. Are you able to carry out the essential activities of day-to-day living, and meet your obligations as a tenant?

   Please check one of the following:

   ☐ Independently

   ☐ With assistance (please complete section 2)

2. Please indicate for each of the activities listed below whether you are able to carry out the activity independently or if you require some assistance.

Activities	**Independently**	**With Assistance**	**Support Service Agency(s), Caregiver, Name, Telephone, Address**
ESSENTIAL DAY-TO -DAY ACTIVITIES			
Dressing/bathing			
Preparing meals			
Taking medication			
Shopping for basic needs: e.g. clothing, food, etc.			
Moving within the unit and in and out of the building			
Using public/private transportation/ DARTS			
TENANT OBLIGATIONS			
Understanding the responsibilities of the lease			
Cleaning the unit, removing the garbage			
Operating the stove safely			

Paying monthly rent on time			
Maintaining reasonable quiet within the unit			

APPLICANTS NAME (PLEASE PRINT):

APPLICANTS SIGNATURE: ________________ DATE: ________________

INDEPENDENT LIVING ASSESSMENT FORM

NOTE: The purpose of the Independent Living Assessment Form is to obtain an opinion from a licensed and qualified health care professional that accurately describes the type of assistance, if any, which the applicant for housing requires in order to:

- Carry out essential day-to-day activities (e.g. meal preparation, dressing, shopping for basic needs), and
- Meet their obligations as a tenant (e.g. paying rent on time, maintaining a reasonable standard of cleanliness in the unit).

Personal information contained on this form is collected for or by housing or support services providers pursuant to the Freedom of Information & Protection to Privacy Act (RSO 19989; C.M. 56) for the purpose of evaluating and determining suitability and eligibility for support services and housing. This information may be disclosed to social housing providers, and provincial, federal or municipal departments or agencies that provide supportive housing and to social agencies who provide service. By signing here, the applicant consents to disclosure of the information on this form to any of the above entities and to provide any required supporting material.

APPLICANT'S SIGNATURE: ______________________________ DATE: ____________________

INSTRUCTIONS TO HEALTH CARE PROFESSIONAL: It is essential, for the good of both the applicant and the social housing provider that this assessment is done accurately. Doing so may prevent the need for the housing provider to take legal action to evict the tenant due to their inability to live independently, which is a requirement of the Social Housing Reform Act, 2000.

APPLICANT'S NAME (PLEASE PRINT):

3. Is the applicant noted above able to carry out the essential activities of day-to-day living, and meet their obligations as a tenant?

   Please check one of the following:

   ☐ Independently

   ☐ With assistance (please complete section 2)

4. Please indicate for each of the activities listed below whether they are able to carry out the activity independently or if they require some assistance.

Activities	Independently	With Assistance	Comments
ESSENTIAL DAY-TO-DAY ACTIVITIES			
Dressing/bathing			
Preparing meals			
Taking medication			
Shopping for basic needs: e.g. clothing, food, etc.			
Moving within the unit and in and out of the building			

Using public/private transportation/ DARTS			
TENANT OBLIGATIONS			
Understanding the responsibilities of a lease			
Cleaning the unit, removing the garbage			
Operating the stove safely			
Paying monthly rent on time			
Maintaining reasonable quiet within the unit			

NAME AND SIGNATURE OF HEALTH HEALTH CARE PROFESSIONAL: ______________________________ DATE: ______________

CITY OF HAMILTON

ACCESS & ELIGIBILITY WORK TEAM

REPORT ON COORDINATED ACCESS

PARTICIPANTS

Marla Adams	Hamilton Housing Corporation
Grace D'Ariano (chairing)	City of Hamilton
Karen Davis	Hamilton East Kiwanis Non-Profit Homes
Kathy Dimassi	Halam Park Co-Operative Homes
Debbie Greenway	Tabby Town Co-Operative Homes
Sharon Hafner	Housing Help Centre
Carl Henderson (co-chairing)	Stoney Creek Non-Profit Housing Corporation
Dave Howard	GH/CHF
Mary Kachurowski	Corktown Co-Operative Homes
Barb Lareau	Active Management
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Access Network
Bea McDonough	Social and Public Health Services
Christine Nenadovich	City of Hamilton
Marjorie Quin	Halam Park Co-Operative Homes
Mary Sinclair	Consumer
Gay Walton	United Disabled Consumers
Laurie Ward	Community Housing Registry
Jeff Wingard	Social Planning and Research Council

ISSUES

The Social Housing Reform Act, 2000 (Bill 128) stipulates that the Service Manager shall establish and administer one or more waiting lists for rent-geared-to-income units in its designated housing projects and that, if a centralized waiting list is established for all such units, the Service Manager shall maintain a subsidiary waiting list for each of the designated housing projects. The following references are found in Bill 128 and the accompanying regulations:

Bill 128	Section 68 (1)	Waiting lists for units
	Section 68 (2)	Waiting list for each housing project
	Section 172 (1) 6	Regulations respecting Part V
Regulation 298	Section 35 (1-3)	Centralized waiting list
	Section 36 (1-3)	Subsidiary waiting lists
	Section 37 (1-12)	Rules for the centralized waiting list
	Section 44 (1-3)	Transition, new centralized waiting lists

MAJOR POINTS OF DISCUSSION

The major points of discussion were as follows:

1) Which of the following options for the coordinated access system would best meet the needs of the Service Manager, Housing Providers and applicants
    a) One governed and operated by the Service Manager;
    b) One governed by the Service Manager and operated by a third party selected through a request for proposals; or
    c) One governed and operated by Housing Providers.
2) Which of the options being considered would be perceived by the community to be the fairest to residents/applicants.
3) Which of the options would have the support of Housing Providers and be accountable to them as there were concerns raised about compliance.
4) Which of the options would meet the Service Manager's need for cost effectiveness.

The major area of disagreement between committee members was on Point 1. Co-operative housing providers expressed concerns about the ability of the existing coordinated access system, which is Housing Provider governed and operated, to meet their needs. Some non-profit representatives felt strongly that co-operative housing providers had not supported coordinated access and had worked to undermine the system rather than try to improve it. Non-profit housing providers, community representatives and consumers felt that the existing system could meet their needs with some changes being made. One committee member, representing a private property management firm, felt that coordinated access should be contracted to a third party.

RECOMMENDATIONS

After careful consideration of the options previously noted, the Work Group by a majority vote recommends **that housing providers retain responsibility for coordinated access with the current implementation process for the centralized waiting list.**

Of the members in attendance, or whose vote was registered with the Chair in advance of the meeting, 8 voted in favour and 3 voted against. There were no abstentions.

The Work Group unanimously recommends **that the selected coordinated access system include the following components:**

a) **Community representation in its governance structure that includes residents, applicants or advocates;**

b) Computer friendly software;
c) The minimum requirements only for coordinated access under the SHRA;
d) Full accessibility to offices (i.e. located on bus route, on the first floor of a building, free parking available and full accessibility for disabled persons);
e) Forms that are simple and easily understood by applicants;
f) Maximum information made available to applicants, including how geared to income rent is calculated (i.e. with charts that provide examples of various calculations without specifics related to clients);
g) Excellent client service (must be monitored every 6/12 months including surveying of applicants and those recently housed);
h) Confidentiality of applicant information;
i) Compliance reporting to the Service Manager;
j) Live telephone service, not answering machines;
k) Home visits available when required (if applicant is physically unable to attend at the office or security is an issue);
l) Fair and consistent policies (including definitions of suitability and refusal of offer with ultimate discretion being given to housing providers);
m) On-line accessibility to housing providers to access waiting lists;
n) Web page;
o) System recognition of different types of social housing providers under the SHRA (i.e. non-profits, co-operatives, local housing corporations);
p) Up to date catalogue of housing projects;
q) Accountability to housing providers, applicants and residents;
r) Ability of the system to support one offer of housing at a time; and
s) Non-discriminatory service to applicants.

The Work Group unanimously recommends that, subject to the availability of resources, the selected coordinated access system should include the following components:

a) Flexibility of staffing hours (low priority);
b) Knowledge of community resources;
c) Resources and ability to provide training to the community;
d) Computerized placement information for applicants with ability to project where they are on the waiting list; and
e) Computer system adaptable to changes in basic rent calculations (low priority).

CITY OF HAMILTON

RGI & FINANCIAL TESTING WORK TEAM REPORT

REPORT OF CHAIR

In accordance with Section 16 of the Social Housing Reform Act, the City of Hamilton has elected to assign authority to perform income testing to the housing providers within its municipal boundaries. The complexity of geared-to-income calculations, combined with the multiplicity of providers, requires that a clear set of principles be established to ensure that Part VII of the Service Manager Delegation Agreement is satisfied. A copy of this agreement has been attached to this report.

To maintain consistency of reporting across its boundaries, the City of Hamilton created a work team to gather and evaluate documentation and recommend the process required for the testing of income, and subsequent calculating of RGI rents. This RGI Work Team was made up of experienced representatives of Housing Providers, Community Agencies, Advocacy Organizations, and the City of Hamilton.

The recommendations contained in this report highlight the critical aspects of the formal communication between tenants/members and housing providers. In reaching its conclusions, the Committee considered all input presented prior to adopting its specific recommendations. The process was interactive and the conclusions reached were supported by all participants.

Aaron Lynes,
Chair

PART VII
CALCULATION OF GEARED-TO-INCOME RENT

7.01 The service agent agrees that it shall calculate the geared-to-income rent payable by households in a designated housing project for the purpose of Section 69 of the Act and Part VII of the Regulation.

7.02 In connection with the calculation of geared-to-income rent payable by a household, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time in connection with Part VII of the Regulation, including without limitation, those dealing with subsections 50(10) and 50(13) of the Regulation and the obligations and duties of the service agent thereunder.

7.03 The service agent agrees that it shall review the geared-to-income rent payable by households in a designated housing project in accordance with Section 52 of the Regulation and shall determine whether the rent should be reduced, be increased or remain the same.

7.04 In connection with the review of the geared-to-income rent payable by a household, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time in connection with Section 52 of the Regulation, and in particular subsections 52(2), 52(3), 52(6), 52(7), 52(8) and 52(9) and the obligations and duties of the service agent thereunder.

7.05 The service agent agrees that in connection with a designated housing project, it shall, pursuant to Section 53 of the Regulation, receive notification from a household under section 10 of the Regulation of a change in income or assets of such household and redetermine the geared-to-income rent payable by such household in accordance with Section 47 of the Regulation. Incidental to these obligations, the service agent agrees to provide the notices required to be provided by the service manager pursuant to subsections 58(6) of the Regulation.

7.06 In connection with the redetermination of geared-to-income rent payable by a household pursuant to Section 53 of the Regulation, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time.

7.07 The service agent agrees that in connection with a designated housing project, it shall, subject to the written policies, guidelines, procedures or directives established by the service manager, require any household that has paid less geared-to-income rent for a period than it should have paid to reimburse the excess amount of rent-geared-to-income assistance pursuant to Section 54 of the Regulation and Section 86 of the Act. Incidental to these obligations, the service agent agrees to provide the notices required to be provided by the service manager pursuant to subsections 54(3) and (4) of the Regulation.

7.08 In connection with performing its duty to require a household to reimburse the excess amount of rent-geared-to-income assistance that it received pursuant to Section 54 of the Regulation and Section 86 of the Act, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time, including without limitation whatsoever, those in relation to subsection 54(2) of the Regulation.

CITY OF HAMILTON
RGI & FINANCIAL TESTING WORK TEAM REPORT

PARTICIPANTS:

The RGI Income Verification Committee was comprised of the following representatives:

Heidi Billyard	Good Shepherd Non-Profit Homes Inc.
Karen Davis	Hamilton East Kiwanis Non-Profit Homes Inc.
Kathy Dimassi	Halam Park Co-operative Homes
Heather Kennedy	Women's Community Co-operative
Barb Lareau	Active Management Ltd.
Aaron Lynes	Victoria Park Community Homes
Lorna May	Community Housing Registry
Bonnie McAllister	Wesley Community Homes
Kathy McInnes	Hamilton Housing Corporation
Barbara McNamara	Stoneworth Co-operative
Christine Nenadovich	City of Hamilton
Jay Sengupta	Hamilton Mountain Legal & Community Services
Win West	Stoney Creek Non-Profit Housing Corporation

The RGI Income Form Sub-committee was comprised of the following representatives:

Bonnie Guther	Community Housing Registry
Heather Kennedy	Women's Community Co-operative
Aaron Lynes	Victoria Park Community Homes
Bonnie McAllister	Wesley Community Homes
Kathy McInnes	Hamilton Housing Corporation
Barbara McNamara	Stoneworth Co-operative
Christine Nenadovich	City of Hamilton
Win West	Stoney Creek Non-Profit Housing Corporation

ISSUES

Bill 128 Part V Rent-Geared-to-Income Assistance and Special Needs Housing

Ontario Regulation 298/01 s.47 (3)
s.50 (3) 24.
s.50 (9)

A. RECOMMENDATIONS:

1. Housing Providers will use the Occupants Income Verification for annual testing, and mid-year submissions from occupants. (For new move-ins the provider may use alternate forms.) In addition, providers may request further income verification as deemed necessary.

2. RGI recipients will be required to submit, annually, a copy of their most recent full income tax return and Notice of Assessment. Failure to submit will result in cessation of eligibility of subsidy. Exceptions to this requirement are:
   - i) alternative housing
   - ii) confirmed Ontario Works recipients.

3. Housing Providers will require any occupant to pursue alternative income, where he or she is considered capable. A 90-day notice of market rent will be issued along with a pursuit of income letter.

4. Housing Providers will accept a statutory declaration sworn before a Commissioner of Oaths or a Notary Public, from an RGI recipient where income from child support could create a dangerous situation, or where all other means of income determination are inconclusive.

5. Housing Providers will use a common form to serve notification of rent/housing charge change.

6. Any individual monetary gift over the amount of $200 per month, or a cumulative amount of $2,400 in one year will be considered as income. Gifts will be declared by statutory declaration on the income verification form.

7. The Service Manager will establish guidelines whereby Housing Providers communicate previous household debt agreement defaults to the

Centralized Waiting List System, who will in-turn notify same to the current Housing Provider.

8. Internal Review: Submitted as a separate recommendation in conjunction with the Access and Eligibility Work Team.

9. Housing Providers will apply the penalties stipulated in the Act in cases of misrepresentation, and also notify the Service Manager of actions taken.

10. Housing Providers will notify appropriate authorities in cases of suspected fraud, and also notify the Service Manager.

11. RGI recipients will be required to sign a release and consent authorization in order to permit the collection of confidential family information by the Housing Providers.

12. The geared-to-income rent/housing charge payable for a fraction of the month, is the amount obtained by multiplying the monthly geared-to-income figure by the fraction of the month for which the rent/housing charge is payable.

13. The Service Manager will notify housing providers annually of the rate of return on the most recently issued series of Canada Savings Bonds.

14. Housing Providers will respond to an occupant's request for rent adjustment within 30 calendar days. Responses will be dealt with chronologically as received.

15. Housing Providers will use the RGI Checklist as a rent /housing charge calculation guide. Providers may enhance the checklist as necessary.

16. LOGO: The City of Hamilton logo will be applied to page one of the Occupants Income Verification form, with the name and address of the contact person of the provider, in the body of the letter. The provider logo will be applied to page three

17. Income Averaging: Where the Tenant/Member has a consistently variable income such as a result of seasonal employment, the Housing Provider will calculate rent based on the most effective time period, whether quarterly or averaged annually. The intent is to be as fair and equitable as possible, while still minimizing the administrative burden. In any case the most recent income tax information will be used as a check.

18. Where a Tenant/Member chooses to leave the unit for an extended period of time, for example when a family member out-of-country is seriously ill, and the Housing Provider has been given appropriate notice, the rent

charged will be unchanged for the time of the absence. Any rent adjustment, if necessary, will be made upon return of the Tenant/Member, following proper submission of income verification.

19. The Committee concluded that some income verifications and subsequent rent calculations are extremely complex. It recommends the establishment of a working group, consisting of Housing Provider representatives. This committee would meet to provide a consistent application of RGI calculation rules across the City of Hamilton.

B. POINTS OF DISCUSSION:

Pro-rated rent

Ontario Regulation 298/01 s. 47 (3) specifically states how pro-rated rent is to be calculated:

There was much discussion on the variation between that of the regulation and the way the Tenant Protection Act calculates pro-rated rent. The TPA pro-rates rent by multiplying the rent by twelve dividing by 365 days and multiplying by the number of days in the month the rent is payable.
There was concern that the way the Regulation calculates pro-rated rent could be challenged at a rent tribunal.
The Committee recommends that Housing Providers adhere to the method contained in Regulation 298/01

2. Imputed Rate of Return

Ontario Regulation 298/01 s. 50 (9)
For the purpose of sub clause (1)(a)(ii), the imputed income of a member of a family unit for a month from his or her interest in a non-income producing asset is the amount determined using the formula,

$$A \times B$$

In which,
"A" is the value of the member's interest in the non-income-producing asset,
"B" is one-twelfth of the annual interest rate payable in the first year on the most recently issued series of Canada Savings Bonds, with the annual interest rate rounded down to the nearest whole percentage.

3. Due Diligence

The Committee brought forward the recommendation "that 30 days be granted for a person to provide the required documentation for income verification to the housing provider for continued eligibility for rent-geared-to-income." The 30 days seems fair for a person to gather the information.

Representatives of the Committee recognized that the majority of residents have easy access to the required information and 30 days should be ample time. Housing providers will offer assistance to tenants by providing contact telephone numbers.

It was also discussed that due diligence was required on the part of the housing provider as well. The recommendation that resulted was " the Housing Provider will respond to a tenant's request for rent adjustment within 30 calendar days. The responses will be answered in the order received."

4. Checklist

As the housing provider is also accountable to the Service Manager, another way to ensure due diligence would be for the provider to maintain a checklist in each tenant file. Advantages of a checklist are

-Assists Housing Providers in achieving consistency with RGI calculations and renewals in house and across the Region
- Ensures that the regulations are reviewed with each calculation, and the review and eligibility information is recorded for each calculation
-Assists Housing Providers with staff training in RGI calculations and eligibility
-Assists Housing Providers in complying with due diligence
-Provides paper-trail for legal, appeal & audit purposes

5. Logo: The Committee recommends that the City of Hamilton logo be used on page 1 of the Occupants Verification Form. All other forms and letters of communication to RGI recipients should include the Housing Provider letterhead and/or logo.

PART VII
CALCULATION OF GEARED-TO-INCOME RENT

7.09 The service agent agrees that it shall calculate the geared-to-income rent payable by households in a designated housing project for the purpose of Section 69 of the Act and Part VII of the Regulation.

7.10 In connection with the calculation of geared-to-income rent payable by a household, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time in connection with Part VII of the Regulation, including without limitation, those dealing with subsections 50(10) and 50(13) of the Regulation and the obligations and duties of the service agent thereunder.

7.11 The service agent agrees that it shall review the geared-to-income rent payable by households in a designated housing project in accordance with Section 52 of the Regulation and shall determine whether the rent should be reduced, be increased or remain the same.

7.12 In connection with the review of the geared-to-income rent payable by a household, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time in connection with Section 52 of the Regulation, and in particular subsections 52(2), 52(3), 52(6), 52(7), 52(8) and 52(9) and the obligations and duties of the service agent thereunder.

7.13 The service agent agrees that in connection with a designated housing project, it shall, pursuant to Section 53 of the Regulation, receive notification from a household under section 10 of the Regulation of a change in income or assets of such household and redetermine the geared-to-income rent payable by such household in accordance with Section 47 of the Regulation. Incidental to these obligations, the service agent agrees to provide the notices required to be provided by the service manager pursuant to subsections 58(6) of the Regulation.

7.14 In connection with the redetermination of geared-to-income rent payable by a household pursuant to Section 53 of the Regulation, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time.

7.15 The service agent agrees that in connection with a designated housing project, it shall, subject to the written policies, guidelines, procedures or directives established by the service manager, require any household that has paid less geared-to-income rent for a period than it should have paid to reimburse the excess amount of rent-geared-to-income assistance pursuant to Section 54 of the Regulation and Section 86 of the Act. Incidental to these obligations, the service agent agrees to provide the notices required to be provided by the service manager pursuant to subsections 54(3) and (4) of the Regulation.

7.16 In connection with performing its duty to require a household to reimburse the excess amount of rent-geared-to-income assistance that it received pursuant to Section 54 of the Regulation and Section 86 of the Act, the service agent agrees to implement, follow, adhere to and comply with all written policies, guidelines, procedures or directives established by the service manager from time to time, including without limitation whatsoever, those in relation to subsection 54(2) of the Regulation.

CITY LOGO TO APPEAR HERE

Date

Occupant Name & Address

Re: Income Review

This form must be completed for any one of the following circumstances:

- i) Annual income review
- ii) Immediately following any change of income
- iii) Immediately following a change in family composition

As an occupant receiving rental subsidy, your rent will increase or decrease according to your total household's gross income. Since December 1, 2001, the City of Hamilton is the funding agency that provides the subsidy for your unit, and requires that the *total* household income be verified *at least* once per year by ***(insert provider name)*** to maintain an accurate rental subsidy level.

Your verification should include all sources of income from all occupants in your home. Failure to forward your information as required will result in the loss of your subsidy, and may result in the termination of your lease/occupancy.

Please complete and return the enclosed forms (with accompanying documentation) on or before ***INSERT DATE, PROVIDER NAME, ADDRESS, CONTACT NAME AND PHONE NUMBER.***

Please remember to:

☐ Fill out **all** parts of the form
☐ Sign & date the form, where required
☐ Declare **all** sources of income for **all** occupants 16 years and older **(for Definition and examples of income see page 2)**
☐ Attach the most recent Income Tax Return & Assessment for **all** occupants 16 years & older
☐ Attach copies of ODSP/OW stub ***and*** benefits card, if required
☐ Declare and verify all assets in the household
☐ Include any other sources of income

LOGO
HERE

April 24, 2002

Mr. and Mrs. Occupant,
123 Any Street, Unit 1,
Hamilton, Ontario
P0P 0P0

Pursuit of Income

The Social Housing Reform Act requires that households, which receive rental subsidies, must provide accurate information about all income and financial holdings.

It also states that every possible income source must be considered in order to most effectively control costs of social housing.

(Housing Provider) believes that your household may be eligible for additional income from one of the following sources listed in Ontario Regulation 298/01:

1. *Basic financial assistance under the Ontario Works Act, 1997.*
2. *Support under the Divorce Act (Canada), the Family Law Act or the Reciprocal Enforcement of Support Orders Act.*
3. *Benefits under the Employment Insurance Act (Canada).*
4. *Any pension or other benefit that an individual who is 65 years of age or older is or may be entitled to receive from the Government of Ontario or the Government of Canada, other than a pension or other benefit that is available to an individual before the month in which the individual attains 65 years of age.*

In addition:

5. *Informal support agreement.*

Please provide documentation that you have pursued #______ above.

Failure to respond to this requirement by __________(***insert date)*** will result in the loss of your eligibility for rent-geared-to-income subsidy.

LOGO
HERE

June 7, 2002

Mr. and Mrs. Occupant
123 Any Street, Unit 1,
Hamilton, Ontario
N3S 7T4

OCCUPANCY AMENDMENT – RENT/HOUSING CHARGE CHANGE DETAIL

INCOME VERIFICATION DATE:	May 8, 200
MARKET RENT/HOUSING CHARGE:	$825.0
MONTHLY RENT/HOUSING CHARGE PAYMENT:	**$325.0**
SUBSIDY PROVIDED:	$500 .0
EFFECTIVE DATE:	**July 1, 200**

Market Rent/Housing Charge is the actual market rent/housing charge for a specific townhouse or apartment.

Monthly Rent/Housing Charge Payment is the amount due on the first day of each month to be paid by the leaseholder(s).

Subsidy Provided is the amount that the Monthly Rent/Housing Charge Payment is reduced from the Market Rent/Housing Charge.

It is the responsibility of the leaseholder(s) to report any changes to the household income and occupancy status of all residents of the townhouse or apartment (and to provide verification of such change). Failure to do so within 30 calendar days will result in removal of subsidy for a period of two years.

All other rules and regulations apply as outlined in your Occupancy Agreement.

Yours truly,

If you disagree with this decision you have the right to request an internal review. Your request must be received, in writing, within 10 days.

RELEASE AND CONSENT

Please read the following carefully and sign in the spaces. All persons 16 years of age and older residing in the household must sign this form.

1. I understand that there are laws that allow the City of Hamilton and its agents to collect personal information about me.

2. I understand that the City of Hamilton and its agents will use the information I give them to determine if I qualify for the housing I have applied for, to see if I continue to qualify for rent-geared-to-income assistance and to see how much assistance I am eligible for.

3. I allow the City of Hamilton and its agents to give the information on this form and any attachments to the social services offices, other municipal service managers or district social services administration boards, housing providers, without further notice to me, if the information is necessary for the purpose of making decision or verifying eligibility for assistance under the Social Housing Reform Act, 2000, the Ontario Works Act, 1997, the Ontario Disability Support Program Act, 1997 or the Day Nurseries Act.

4. I allow the City of Hamilton and its agents to give the information on this form and any attachments to the government of Canada, a department, ministry or agency of it, without further notice to me if the information is necessary for the purpose of administering or enforcing the Income Tax Act (Canada) or the Immigration Act.

5. I understand that any information on this form and any attachment given by the City of Hamilton or its agents to a body listed above is confidential and will only be given in accordance with the Social Housing Reform Act, 2000, and associated regulations.

Signature	Date
Signature	Date
Signature	Date

TARGETING AND SUPPLY WORKING GROUP
FINAL REPORT TO THE COMMUNITY CONSULTATION COMMITTEE ON SOCIAL HOUSING
July 3, 2002

A. The Targeting and Supply Working Group of CCCOSH recommends that the service manager adopt the following objectives:
1. To reduce the # of people on the waiting list for social housing.
2. To maximize the # of occupied RGI units.
3. To maximize the # of occupied modified units.
4. To maximize the # of occupied RGI units for seniors.
5. To protect the interests of tenants living in social housing.
6. To inform the community of progress on meeting these objectives and other issues related to social housing in Hamilton.
7. To increase the # of subsidized housing units in Hamilton.

Maximizing Available Supply

During the consultation process, it came to the attention of the Targeting and Supply Working Group that some housing providers in the city are not meeting the targets mandated to them by the Province. This is largely due to the fact that there has been no good system in place to ensure that these targets are being met. It will be part of the responsibility of the service manager to ensure that housing providers are meeting their mandated targets.

While a standardized reporting and compliance process is not yet in place, it appears that there is a deficit in the number of available RGI units in Hamilton. Depending on the size of the deficit, this could be good news for Hamilton given the current lack of affordable housing in our community. The *Social Housing Reform Act-Bill 128* (2000) requires that service managers meet the overall target prescribed for their area. Depending on the size of the deficit, this could mean an increase in the number of occupied RGI units in Hamilton, and potentially could alleviate some of the strain on the current waiting list for social housing in Hamilton.

It is recognized by the service manager, housing providers, and tenant-representatives and advocates that meeting these targets can be difficult. Tenants who are currently eligible for a subsidy, will no longer require a subsidy if their income increases to a certain level. For the housing provider this means that they now have one less RGI unit, and that the ratio of RGI to RGM units for that housing project has now changed. Housing providers do not have the option according to the TPA to simply evict that tenant, but must wait for an available vacancy to restore the ratio of RGI to RGM units in their housing project. For a housing provider to meet their targets is therefore not always a straightforward matter, and will require flexibility. The ability of housing providers to meet their mandated targets often depends on the individual circumstances of their tenants.

Given these considerations the Targeting & Supply Working Group has arrived at the following recommendations to the service manager in Hamilton.

Objectives	Recommendations
1-4	B. The service manager in Hamilton should move quickly to establish a reporting and compliance process for housing providers in the Hamilton area to ensure that these providers are meeting the targets prescribed to them by the Province.
5	C. The process of reporting and compliance should include a provision that recognizes that this process could adversely affect tenants if, for example, a housing provider adopts an aggressive eviction policy in order to meet their mandated target.
5	D. The process of reporting and compliance that is set in place should include a provision that the service manager recognizes the need to protect tenants, as well as the need to be flexible when working with housing providers to assist them in meeting their targets in a timely fashion.
1-4	E. When this process is in place, the service manager and housing providers should act with due diligence to restore the targets for individual housing projects to their prescribed levels.
6	F. The service manager should produce an annual report on social housing in Hamilton that is available to the public, and which reports on progress on meeting the prescribed overall target for the Hamilton area.

Decreases/Increases in Targets

The Service manager may wish to shift units from one area of the city to another, or from one neighbourhood to another.

In circumstances where the service manager identifies the need to move RGI units from one area of the city to another, the Targeting and Supply Working Group recommends that "need" should be identified according to the following criteria:

In circumstances where the service manager identifies the need to move RGI units from one area of the city to another, a decrease/increase in the targets of housing projects will be negotiated with housing providers.

In circumstances where the service manager identifies the need to move RGI units from one area of the city to another, the service manager should ensure in these negotiations that the interests of tenants are protected.

Objectives	Recommendations
	G. The service manager, in consultation with community stakeholders, should develop a set of criteria on which to base decisions about transferring RGI units from one area of the city to another. (These may include, for example, emerging demographic trends, or avoiding too high a concentration of subsidized units in one area of the city).
5	H. The service manager should ensure that the interests of tenants are protected in negotiations with housing providers.
	I. The service manager should consider the written request of a housing provider to increase or decrease the targets of housing projects run by that provider by up to 10%.
	J. Any change in the target of a housing project should not conflict with the criteria mentioned above.

Informing the Community

Objective	Recommendations
6	K. The Targeting and Supply Working Group recommends that the service manager produce an annual report on social housing in Hamilton, which reports on progress on meeting objectives 1-6, and should include the following indicators of progress: i) Increase/decrease in the average # of people on the waiting list for social housing (reported monthly to the service manager, annual average) ii) Increase/decrease in the average # of applications for social housing (reported monthly to the service manager, annual average) iii) Increase/decrease in the # of occupied RGI units iv) Increase/decrease in the # of occupied modified RGI units v) Increase/decrease in the # of occupied RGI units for older adults iv) Increase/decrease in the supply of available RGI units vi) Increase/decrease in the supply of available modified RGI units vii) Increase/decrease in the supply of available RGI units for older adults v) Increase/decrease in the supply of available high needs units vi) Increase/decrease in the # of utilized rent supplements vii) Increase/decrease in the # of available rent supplements
6	L. The annual report on social housing should also include information on: a) the housing division's efforts to meet these objectives; b) work that has been done to link people living in social housing with needed support services; c) improvements that have been made to the quality of Hamilton's social housing stock; and, d) a record of negotiated transfers of mandated housing project targets.

6	M. The service manager should conduct key informant and focus group interviews to identify what the community wants to see in the Annual Report. These should include interviews with housing providers, tenant advocates, tenants of social housing, and neighbourhood residents.

Increasing the Supply

Hamilton is experiencing a homelessness crisis, which is in part due to increasing poverty, low vacancy rates and increasing rents and other housing-related costs. Increasing the supply of RGI units in Hamilton will not only increase the supply of affordable housing in Hamilton, but will reduce the # of people on the waiting list for social housing as long as the # of applications for social housing does not continue to rise (See also Appendix A).

Objective	Recommendation
7	N. The Targeting and Supply Working group of CCCOSH recommends that housing division staff recommend to City Council that funding be provided to increase the total number of subsidized units in Hamilton.

DRAFT

City Of Hamilton
Community Consultation Committee on Social Housing (CCCOSH)
Terms of Reference

Purpose:

To provide a forum for social housing providers stakeholders in Hamilton to consider, discuss and clarify the implementation and on-going administration of the Social Housing Reform Act with the City of Hamilton in its role as Service Manager.

CCCOSH acted as the consultative body for information and advice on the implementation of "Joint Local Transfer Plan" (JLTP) for the City of Hamilton. With the implementation of the JLTP in 2002, CCCOSH will continue to function as a forum where housing provider and Service Manager concerns on the administration of social housing and stakeholders in Hamilton can be brought forward.

Mandate:

To provide information, guidance and advice to the City's Housing Division regarding:

- The City's role in the Provincial devolution of housing responsibilities to the local level, particularly in areas where municipal flexibility is permitted;
- The effect of social housing reforms on the City in its role as Service Manager, and on social housing providers; and,
- The needs and issues facing social housing providers related to the on-going administration of social housing.
- Ongoing consultative body for new regulations issued by the Ministry of Municipal Affairs and Housing.
- To respond to the City of Hamilton's needs and issues as required as the representative body of social housing in Hamilton.

Responsibilities:

To advise on the local service delivery model to administer social housing.

To advise on options for carrying out responsibilities related to the administrative functions of social housing including the alignment with existing City services.

To review and provide advice on the provincial proposals regarding the implications of downloading related to transitional matters and program reform.

To facilitate information sharing on broader housing issues affecting housing providers.

To provide a vehicle for the Service Manager, the Ministry of Municipal Affairs and Housing and social housing providers to identify and address issues arising from the on-going administration of social housing in Hamilton and to facilitate information dissemination.

Membership:

During the implementation of the Joint Local Transfer Plan, the composition of CCCOSH will be wide-ranging to ensure the broader community of housing stakeholders in Hamilton is cognizant of the City's obligations as a Service Manager under the Social Housing Reform Act. This will also allow the community stakeholders an opportunity to identify and raise potential concerns from their respective constituents that can be addressed as part of the implementation of the JLTP.

Upon implementation of the JLTP, the composition of CCCOSH will be narrowed to allow focus on housing provider and Service Manager concerns that may arise through the on-going administration of social housing in Hamilton. However, as necessary and when circumstances warrant, CCCOSH can function as an access point for other community housing stakeholders who have concerns in regard to the administration of social housing in Hamilton.

The community membership of CCCOSH upon implementation of the JLTP will be comprised the following:

- 4 Non-Profit representatives
- 2 Co-op representatives
- 1 representative from the City-owned housing corporations
- 1 representative from Urban Native Homes
- 1 representative from the Co-operative Housing Federation
- 1 representative from the Ontario Non-Profit Housing Association
- 1 representative from co-ordinated access
- 2 representatives from tenant/legal services organizations
- 1 consumer representative

Community housing stakeholders can request delegation status at a meeting to identify a constituent concern that has arisen from the social housing provider and Service Manager relationship. Further, if CCCOSH foresees an issue affecting a particular constituency or stakeholder, a sub-committee may be struck to address the issue in greater detail

Organization:

The Chair will be the Director of Housing of the City of Hamilton or delegate. Meetings will be held quarterly or more frequently at the call of the Chair if circumstances warrant.

AFFECTS
WARD 13

CITY OF HAMILTON

12.3

PLANNING AND DEVELOPMENT DEPARTMENT
Development Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002 25T-88024	**Prepared by:**	P. Strong 905-546-2435

SUBJECT: Request for the Elimination of the Requirement for a Sidewalk on Wainwright Boulevard (PD02210) (Ward 13)

RECOMMENDATION:

a) That the submission requesting the elimination of the requirement for sidewalks on west side only of Wainwright Boulevard, from Governor's Road to Jerome Park Drive, in "Grandview Estates Phase 1" subdivision, as shown as Appendix "A" to Report PD02210, be received.

b) That the elimination of the requirement for sidewalks on one (1) side only of Wainwright Boulevard, from Governor's Road to Jerome Park Drive, in "Grandview Estates Phase 1" subdivision, as shown as Appendix "B" to Report PD02210, be approved.

c) That the owner makes a cash payment to the City of Hamilton in an equal amount of the cost saving for the deleted sidewalk, on the west side only, based on the current unit price from his contractor and length of the exempt sidewalk.

LeeAnn Coveyduck

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

A letter was received by the Development Engineering Section requesting an amendment to the approved engineering drawings to eliminate the sidewalks along the west side of Wainright Boulevard, from Governor's Road to Jerome Park Drive, in Grandview Estates, Phase 1, in the former Town Of Dundas. The developer is required to install sidewalks on both sides of Wainwright Boulevard under the Town of Dundas Subdivision Agreement.

BACKGROUND:

The former Town of Dundas approved the Engineering drawings for Grandview Estates, Phase 1, which required sidewalk installation on both sides of Wainwright Boulevard, from Governor's Road to Jerome Park Drive.

Staff supports the deletion of the sidewalk along the west side of Wainwright Boulevard only for the following reasons and as listed in the letter attached to this report as Appendix "A":

- All streets within Grandview Estates Phase 1 either have sidewalk on one (1) side or no sidewalk at all (Court).
- The installation of the sidewalk on the west side of Wainwright Boulevard, as one approaches Governor's Road, would require the construction of a retaining wall, which would be required to be built within the existing road allowance. There would be long-term costs associated with the maintenance of the retaining wall.
- Two (2) of the existing residences on the west side have completed stamped pattern concrete and exposed aggregate driveways from the curb to the houses. The grades for the sidewalks may conflict with the existing driveways and any repairs required to the driveways would be difficult to match.
- The volume of pedestrian traffic in the general vicinity of Wainwright Boulevard is minimal.
- There are no sidewalks on Governor's Road at the intersection of Wainwright Boulevard.
- Between Governor's Road and Jerome Park Drive, on the west side of Wainwright Boulevard, there are only five (5) homes. The remainder of the west side is to remain vacant, which obligates the City to provide for snow removal along a fairly long stretch of road along the west side of Wainwright Boulevard.

Therefore, based on the above information, staff recommends that the sidewalk requirement, under the approved engineering on the west side of Wainright Boulevard from Governor's Road to Jerome Park Drive, be deleted, and that the approved engineering drawings be revised.

ANALYSIS OF ALTERNATIVES:

N/A.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial – In the future, if neighbourhood residents request that a sidewalk be installed at this location, the cost of the work would have to be borne completely by the City of Hamilton. If the City does not approve Subsection "c" of the proposed Recommendation of this Report, then the City will have to spend approximately $15,000 for the installation of the sidewalk on the west side of Wainwright Boulevard, which would come from the general tax levy if the sidewalk is required in the future.

Staffing – Not Applicable
Legal – None

POLICIES AFFECTING PROPOSAL:

The requirement for sidewalks varied across the different Area Municipalities. Some Area Municipalities required sidewalks be constructed on both sides, some only on one (1) side and no sidewalks in other cases. The City of Hamilton is presently designing harmonized standard road cross sections for the City of Hamilton, establishing when sidewalks will be required.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

- Finance and Corporate Services, Legal Services and Corporate Counsel

CITY STRATEGIC COMMITMENT:

Sidewalks provide a level of safety between pedestrians and vehicular traffic.

:PS
Attachs. (2)

Appendix "A"
to Report PD02210

S. LLEWELLYN & ASSOCIATES LIMITED
CONSULTING ENGINEERS

May 9, 2002

City of Hamilton
City Hall, 7th Floor
71 Main Street West
Hamilton, Ontario
L8P 4Y5

PLANNING & DEVELOPMENT
DEPARTMENT
RECEIVED
MAY 9 2002
File #
File #

Attention: Mr. J. Morgante, P.Eng.

Dear Mr. Morgante:

**RE: GRANDVIEW ESTATES PHASE 1 SUBDIVISION
IN THE CITY OF HAMILTON (DUNDAS)**

Thank you for meeting with us on Tuesday, May 7, 2002 to discuss the outstanding issues on the Grandview Estates project.

At our meeting, we discussed the possibility of eliminating the proposed sidewalk on the west side of Wainwright Boulevard within Grandview Estates Phase 1. As discussed, we are proposing to eliminate the sidewalk for the following reasons:

- All streets within Grandview Estates either have sidewalk on one side of the street, or no sidewalk at all (courts).
- The installation of the sidewalk on the west side of Wainwright Boulevard, as one approaches Governor's Road, would require the construction of a retaining wall, which our client is not prepared to install, as it is not indicated on the approved engineering drawings.
- Two of the existing dwellings on the west side of Wainwright Boulevard have stamped concrete and exposed aggregate driveways installed, from the garage to the curb line.
- The residents on the west side of Wainwright Boulevard are opposed to the installation of the sidewalk.
- There is minimal pedestrian traffic using the existing sidewalk on the east side of Wainwright Boulevard.
- There are no sidewalks on Governor's Road, at the intersection of Wainwright Boulevard.
- A large portion of the sidewalk will have to be maintained by the City of Hamilton, as there are no lots fronting the sidewalk as one approaches Governor's Road.

In the event that the sidewalk on the west side of Wainwright Boulevard is eliminated, our client has advised that they are prepared to complete the installation of the sidewalk on the east side of Wainwright Boulevard, from Giffin Road to Jerome Park Drive, immediately.

We trust the above summarizes the points raised at our meeting, and we look forward to hearing from you with respect to the elimination of the proposed sidewalk. If you have any questions, please contact the undersigned.

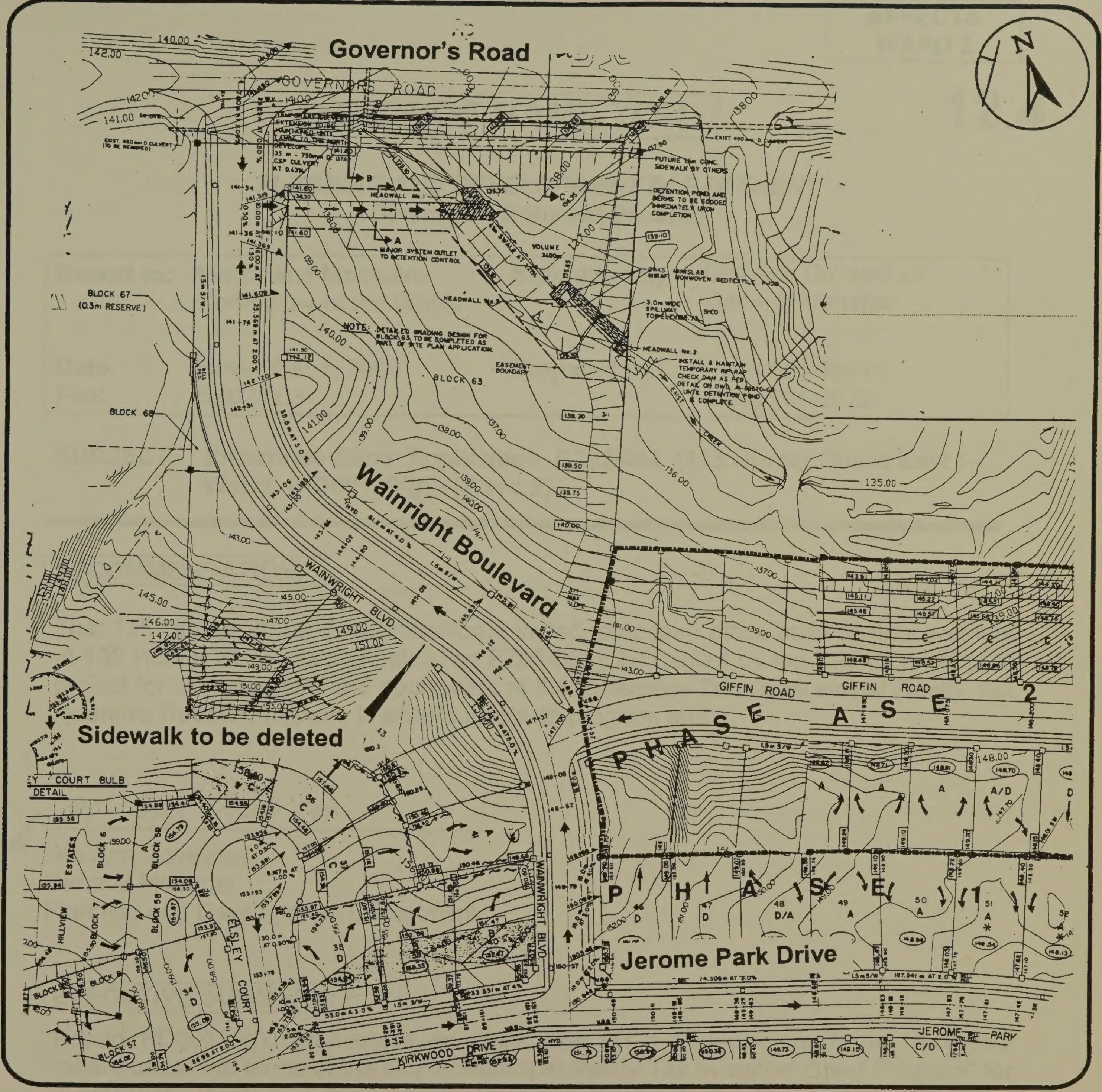
Yours truly,

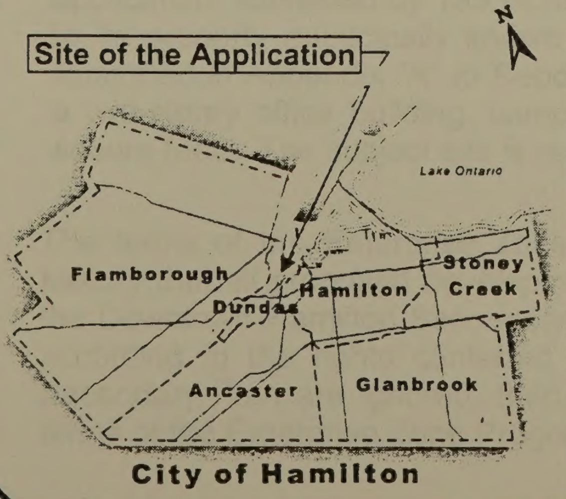
S. LLEWELLYN & ASSOCIATES LIMITED

S. Llewellyn, P.Eng.

cc: M. McConnell, McConnell Homes

Report PD02210-Appendix "B"


Governor's Road
GOVERNORS ROAD
N
BLOCK 67 (0.3m RESERVE)
BLOCK 68
BLOCK 63
NOTE: DETAILED GRADING DESIGN FOR BLOCK 63 TO BE COMPLETED AS PART OF SITE PLAN APPLICATION
FUTURE 1.5m CONC. SIDEWALK BY OTHERS
DETENTION POND AND BERMS TO BE SODDED IMMEDIATELY UPON COMPLETION
MAJOR SYSTEM OUTLET TO DETENTION CONTROL
HEADWALL No. 1
HEADWALL No. 2
HEADWALL No. 3
EASEMENT BOUNDARY
3.0m WIDE SPILLWAY
Wainright Boulevard
WAINWRIGHT BLVD.
GIFFIN ROAD
PHASE 2
PHASE
Sidewalk to be deleted
ELSLEY COURT
HILLVIEW
ESTATES
Jerome Park Drive
JEROME PARK
KIRKWOOD DRIVE


Site of the Application
N
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

CITY OF HAMILTON
PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

Grandview Estates

Filename/number
62M-

Date
September 20, 2002

Technician:

Map Not to Scale

Appendix "B"

AFFECTS
WARD 2

CITY OF HAMILTON

12.4

PLANNING AND DEVELOPMENT DEPARTMENT
Downtown Renewal Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager
Date: **File:**	November 1, 2002 EZ02/003	**Prepared by:**	Peter Minkiewicz (905) 546-2632

SUBJECT: Enterprise Zone Application EZ02/003 (135 Hunter Street East) – Weisz (PD00139(j)) - (Ward 2)

RECOMMENDATION:

That 135 Hunter Street East (Hamilton) Limited, proposed office building improvement at 135 Hunter Street East (Application EZ02/003), be denied by the City as an eligible project for consideration and application of the Enterprise Zone's Municipal Realty Tax Incentive Rebate Program, in accordance with program terms.

p R. M. Marini

Lee Ann Coveyduck
General Manager
Planning and Development Department

EXECUTIVE SUMMARY:

Report PD00139(j) summarizes an application for a municipal realty tax incentive rebate under the terms of the City's "Municipal Realty Tax Incentive Grant Program" for businesses located within the "Enterprise Zone" of Downtown Hamilton. The application, submitted by 135 Hunter Street East (Hamilton) Limited (T. Weisz), relates to its property municipally known 135 Hunter Street East, Hamilton. The location is illustrated in Appendix "A" to Report PD00139(j). The proposed development involves a two-storey office building, comprising approximately 2,360 square metres (25, 404 square feet.). The subject site is currently vacant.

The terms of the Enterprise Zone - Municipal Realty Tax Incentive Grant Program, specify that all proposed developments are to conform to the policies contained within the Downtown Hamilton Secondary Plan. Accordingly, if the development is to proceed according to the rights conferred by the Zoning By-Law, and the provisions of the Secondary Plan are ignored, then the application fails to meet the criteria under the terms of the Enterprise Zone Program which stipulate conformity to the Secondary Plan.

Compliance with the Secondary Plan is a legislative requirement for the program. The applicant has been advised that the application does not meet the criteria of the program.

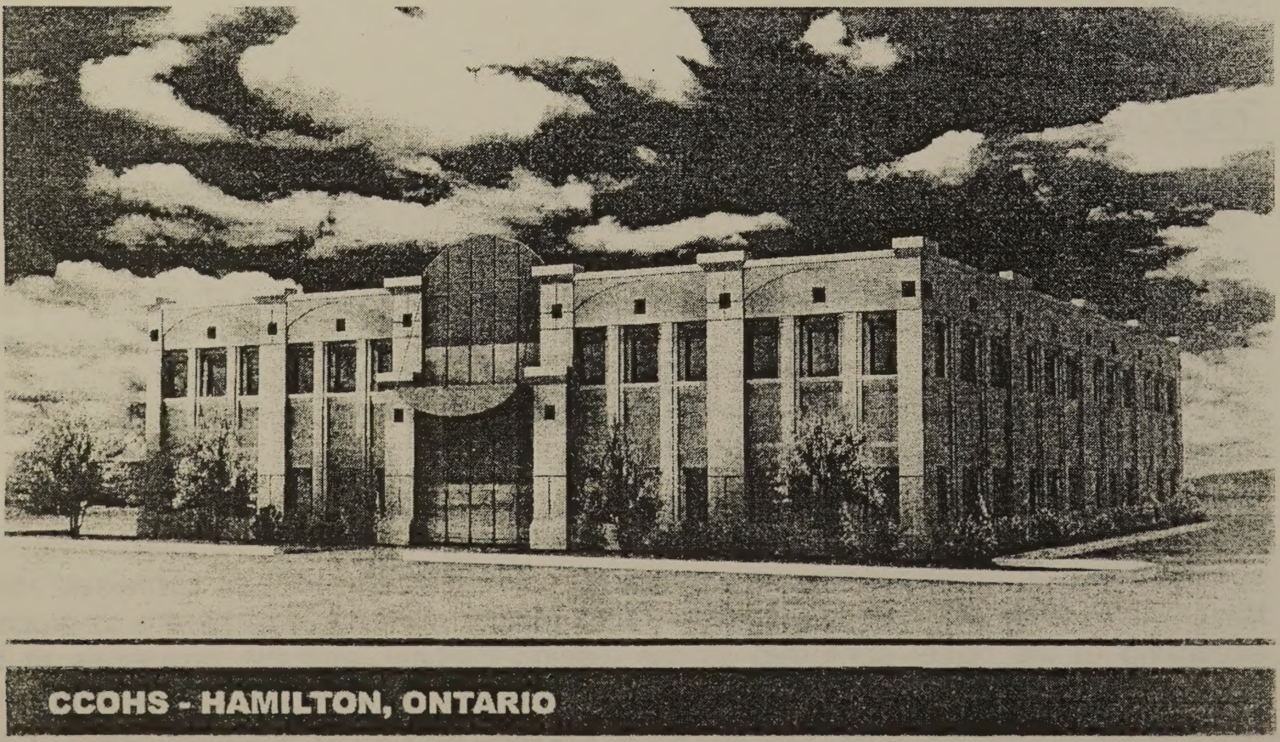
BACKGROUND:

City Council, at its meeting held August 22, 2002, approved the Enterprise Zone Municipal Realty Tax Incentive Grant Program. The Province approved this program as an amendment to the Downtown Hamilton Community Improvement Plan on October 22, 2001. The program has since been expanded to the full limits of the Downtown Hamilton Secondary Plan.

As staff is administering this program, where applications which may be considered eligible under the program are received, such applications' proposed projects will be recommended for Council direction as to whether or not a proposed improvement project is acceptable to the City under this program.

Subsequently, when the proposed project's improvements have been carried out by an applicant, the improvement's effect (if any) on assessment and on realty taxes, will be reviewed by staff. A further report would then be submitted for Council's consideration of an amount of a Municipal Tax Rebate Grant (if any) that may, under our program, be paid over a ten (10) year period.

The 135 Hunter Street East (Hamilton) Limited, Application (EZ02/003) regarding its property known as 135 Hunter Street East, proposes construction of a two-storey office building at an estimated cost of $2,200,000. The property's location at 135 Hunter Street East, Hamilton, is within the Enterprise Zone of the Downtown Hamilton Community Improvement Plan.



The subject lands possess a split designation within the Downtown Hamilton Secondary Plan. The eastern portion of the site is designated Low Density Residential, and the western portion of the site is designated Medium Density Residential. The subject site is identified as being within a Special Downtown Residential Policy Area – Area 'C', Southwest Residential Precinct (Corktown). Mid-rise development of four (4) to six (6) stories is permitted on the low density and medium density portions respectively. The proposed development does not conform to the provisions of the Downtown Hamilton Secondary Plan, however the proposal conforms with the existing "I" zoning which permits a range of uses including office uses.

The City of Hamilton Legal Services Division has indicated that existing zoning establishes development rights that take precedence over the Downtown Hamilton Secondary Plan which was approved last year. Accordingly the developer has submitted a site plan application and is prepared to proceed.

ANALYSIS OF ALERNATIVES

Adoption of the above recommendation would result in the City not funding the proposed development under the terms of the Enterprise Zone Program on the basis that it fails to meet the criteria of conforming with the policies contained within the Downtown Hamilton Secondary Plan.

Approving the application would create a precedent of providing financial assistance for development proposals that fail to comply with the provisions contained within the Enterprise Zone Program as they relate to issues of conformity with the Downtown Hamilton Secondary Plan which is a Council-approved policy document of the City of Hamilton.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financing – There are no financial implications to the City associated with the recommendations contained within Report PD00139(j).

Staffing - Administration of this application under the terms of the program can be accommodated by staff of the Downtown Renewal Division and the Finance and Corporate Services Department.

Legal – There are no legal implications associated with the recommendations contained within this report. In the event Council rejects staff's recommendation it will significantly increase the City's exposure to a potential ratepayer's action to non-compliance with the Secondary Plan and possibly bias.

POLICIES AFFECTING PROPOSAL:

Report PD00139(j) relates to processing an application under terms of Council's Grant Program which forms part of the City's Provincially-approved Downtown Hamilton Community Improvement Plan.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

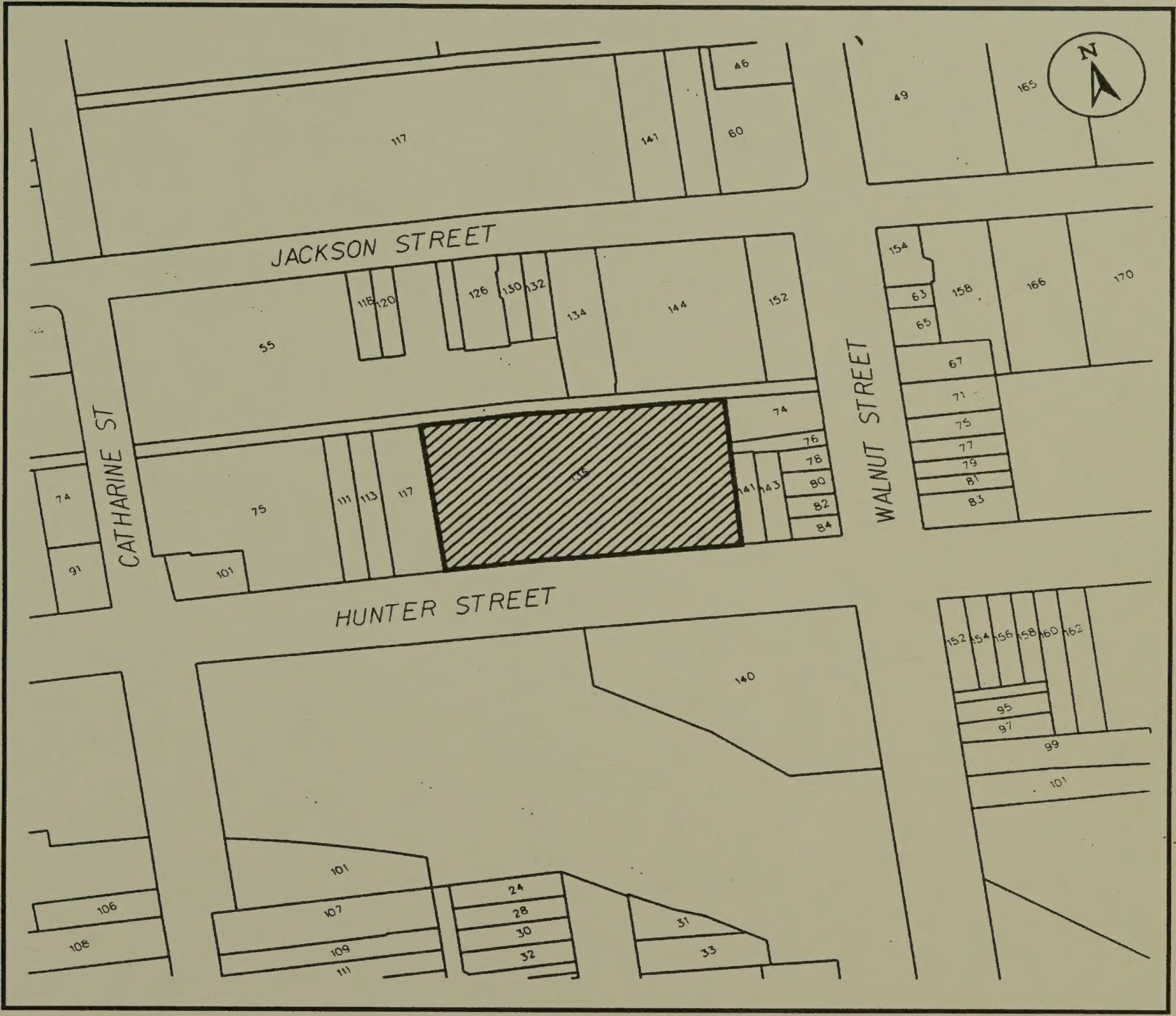
The comments of the Legal Services Division and the Finance and Corporate Services Department have been included in this report. The recommendations in this report are in a form satisfactory to Corporate Counsel.

CITY STRATEGIC COMMITMENT:

Report PD00139(j) relates to an application received under the City's Municipal Realty Tax Incentive Rebate Program which is aimed at rehabilitation and redeveloping a portion of the Downtown consistent with the intent of the Downtown Hamilton Secondary Plan. The program makes financial assistance available for sustainable use of existing services and infrastructure. This program is intended to make the Downtown a healthier and more vibrant people-oriented place.

Attach. (1) RMM

Appendix 'A' to Report PD00139(j)
Page 1 of 1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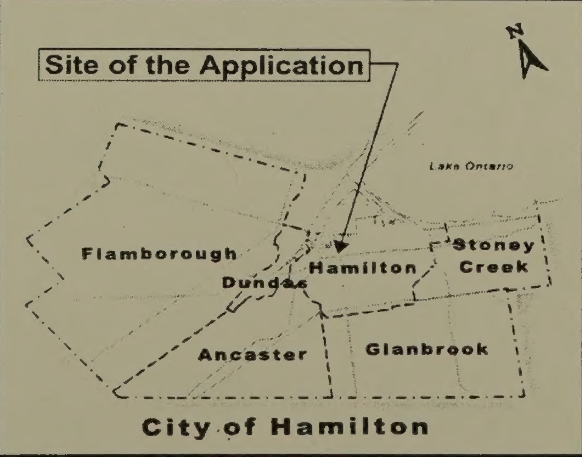
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Site of the Application
Lake Ontario
Flamborough
Dundas
Hamilton
Stoney Creek
Ancaster
Glanbrook
City of Hamilton

PLANNING AND DEVELOPMENT DEPARTMENT

Location Map

▨ **Subject Property**
135 Hunter Street East

Hamilton

Filename/number
135 Hunter St.E.

Date
October 21, 2002

Technician:
NM

Map Not to Scale

Appendix "A"

AFFECTS
WARDS 1 & 2

CITY OF HAMILTON

14.1

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Roads & Traffic

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	November 4, 2002	**Prepared by:**	Ron Gallo Extension 6160

SUBJECT: **Durand Neighbourhood Traffic Study Environmental Assessment (TOE02204) - (Affects Primarily Ward 2 and Has Minor Implications on Ward 1)**

RECOMMENDATION:

(a) That the General Manager, Transportation, Operations and Environment, be authorized and directed to file the Class Environmental Assessment (EA) Project File Report for the Durand Neighbourhood Traffic Study with the Municipal Clerk for a forty-five (45) day public review; and upon final approval

(b) That in order to allow the timely implementation, staff be authorized to undertake detailed design and implementation of the Durand Neighbourhood Traffic Study – Priority 1 traffic calming measures at an estimated cost of $150,000; and

(c) That financing for the Durand Neighbourhood Traffic Study – Priority 1 implementation in the amount of $150,000 be financed from the 2001 Capital budget account number 4030116102; and

(d) That the Durand Neighbourhood Traffic Study – Priority 2 traffic calming measures be considered for implementation upon approval of the 2003 capital budget; and

(e) That the existing northbound "No Left Turn, 7:00am to 9:00am and 4:00pm to 6:00pm, Monday to Friday" regulation on James Street South at Markland Street be replaced with a full-time "No Left Turn" regulation; and

(f) That Caroline Street South between Herkimer Street and Main Street West be operated as a two-way street (presently a one-way southbound street); and

(g) That Hess Street South between Herkimer Street and Main Street West be operated as a two-way street (presently a one-way northbound street); and

(h) That southbound stop control be implemented on Hess Street South at Duke Street; and

(i) That northbound stop control be implemented on Caroline Street South at Duke Street; and

(j) That the existing westbound stop control on Markland Street at Park Street South be removed; and

(k) That the south curb lane of Markland Street between James Street South and Queen Street South be designated as a westbound Bicycle Lane; and

(l) That unrestricted parking be permitted, all day, Monday to Friday, on the south side of Herkimer Street between Hess and MacNab; and

(m) That unrestricted parking be permitted, all day (except the PM peak period), Monday to Friday, on the north side of Herkimer Street between Bay and MacNab; and

(n) That unrestricted parking be permitted all day, Monday to Friday, on the north side of Charlton Avenue between Hess and MacNab; and

(o) That unrestricted parking be permitted all day, Monday to Friday, on both sides of Bay Street South between Aberdeen and Herkimer; and

(p) That Council endorse the reclassification of Aberdeen Avenue (Bay St. S. to James St. S.), Markland Street, Robinson Street, Duke Street, Park Street, MacNab Street and Jackson Street to that of 'Local' street classification; and

(q) That a road alteration By-law be prepared, to address the physical curb extension proposals, for Council endorsement, following approval of this report, as required by the Municipal Act; and

(r) That an appropriate by-law to amend the City of Hamilton Traffic By-law 01-218 be passed and enacted; and

(s) That an appropriate by-law to amend the City of Hamilton Traffic By-law 01-215 be passed and enacted

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

The area bounded by James Street South to the east, Queen Street to the west, Main Street West to the north, and the foot of the escarpment to the south is known as the Durand Neighbourhood.

The Durand Neighbourhood Association (DNA) has identified issues related to safety, volume and speed of traffic, as well as parking within their community. The DNA has indicated that these issues are negatively affecting the quality of the environment for the current residents and the ability to attract new residents. Traffic issues stem from the unique position of the Durand Neighbourhood. Situated in an area bordered by James and Queen (two mountain access roadways), as well as in close proximity to St.

Joseph's Hospital and the downtown core, Durand is adversely affected by the resulting influx of commuter traffic.

City Council approved conducting a traffic study to evaluate the extent of the traffic problems as indicated by Durand residents. Results of the studies and various potential solutions were presented to residents at two formal public meetings. The DNA, through its executive, was consulted throughout the entire process at a series of formal and informal meetings and provided advice as the designated neighbourhood representative.

It was concluded that a comprehensive plan was required to meet the needs of residents. The needs were identified primarily as improved safety, reduced speeds and reduced traffic volumes on neighbourhood roadways while maintaining parking supply. Proposed solutions were based on the premise that on-street parking would not be reduced.

It was determined that a number of traffic mitigating measures would have to be utilized simultaneously to achieve the desired community-wide objectives noted above. The following changes are recommended:

- the conversion of Hess and Caroline from one-way streets to two-way;
- extended hours for the turning restriction at James/Markland;
- curb extensions, as a traffic calming application, at various intersections throughout the neighbourhood;
- improved roadway markings and signing at several locations;
- implementation of a bicycle lane on Markland;
- modifications to traffic signal displays
- improvements and changes to on-street parking

Implementation of the approved traffic plan will likely not take place until 2003, although signing and road markings improvements have been or will be installed this year. The timing is due to the current extent of the construction schedule, as well as the anticipated date of Council approval of the project. Funding for installation will be partly provided through the 2001 traffic calming capital budget. It is intended that 60% of this City-wide budget be utilized for Durand. This would cover about 60% of the total cost of implementation of the Durand project, with the remainder deferred, subject to additional financing.

A road alteration By-law, as required by the Municipal Act, will be forwarded to Council subject to the approval of this report.

The consultants' project file report, outlining all critical study details, will be made available on the City's web site and for public viewing at various City facilities for thirty days following the approval of this report.

BACKGROUND:

Problem

The Durand Neighbourhood has a rich history of community involvement and has been the subject of neighbourhood studies in the 1970's and 1980's, focusing on traffic and parking issues. Durand is defined as the area bounded by James Street to the east, Queen Street to the west, Main Street to the north and the foot of the escarpment to the south. Identified as a "distinctive residential neighbourhood" located in the central downtown district, Durand experiences a number of traffic related pressures. Influenced by the proximity of St. Joseph's Hospital, the downtown core and three primary mountain accesses, the resulting traffic problems continue to be a major concern for area residents.

More recently the Durand Neighbourhood Association (DNA), has been the community's primary representative and have asked that the City of Hamilton assist in addressing their traffic related concerns. The primary issues were that of traffic volumes, vehicle speeds, parking needs and pedestrian safety.

Traffic Study Plan

Independent consultant services were sought in order to provide a professional and experienced assessment. The consulting firms IBI Group and GMK 2000 were retained by the City for their expertise in traffic management projects. IBI Group was also the consultant involved in the development of the Downtown Transportation Master Plan. Their familiarity with the downtown issues was seen as a major advantage for the Durand Traffic Study. Given that the potential solutions could involve significant operational and/or physical alterations to roadways, a series of public consultation sessions were planned. This was to ensure compliance with the requirements of the Municipal Class Environmental Assessment for master plans. An initial public meeting was held, in conjunction with the DNA annual general meeting, in October 2001 to introduce City staff and Consultants to describe the traffic study process and anticipated timelines. All available study information was provided and regularly updated on a specially created web page as part of the City's web site.

The DNA executive and traffic committee provided feedback at a number of formal and informal working meetings held throughout the study process.

Data Assessment and Strategy

In order to establish the level of severity and priorities of the identified problems, an extensive assessment of current traffic conditions was undertaken. This included the following:

- Residents' comments
- Current traffic volumes - new counts obtained
- Vehicle speeds - special studies conducted
- Collision history review
- Roadway geometry documentation
- Roadway classifications - existing classification plan reviewed

Results and analysis of the data were presented to the public at a second advertised open house on February 20, 2002. A number of alternative solutions including revised roadway classifications, conversion of one-way streets to two-way operation, traffic calming, road closures, parking enhancements, bicycle lanes, and pedestrian safety measures were introduced for consideration and discussion with residents (refer to project file report for details). Comments were received from those who attended as well as from others through the City's web site and mail received or faxed.

Assessment of data and residents' feedback was evaluated through an integrated approach guided by the primary needs of the community combined with the philosophies of the 1987 "Durand Neighbourhood Plan" and the "Downtown Transportation Master Plan" as guidelines. Essentially the focus was placed on three key guiding principles:

- Safety
- Parking requirements
- Maximized use of designated arterial roadways

This approach remained consistent with the 1987 Durand Neighbourhood Plan which noted "...consideration should be given to turn restrictions, road closures, direction of traffic flow to optimize traffic distribution on the arterial road network and minimize flow of traffic on residential roads".

With the guiding principles providing the foundation, preferred alternatives were established and subsequently presented at a third public open house on May 9, 2002. Discussions and comments from this session generated a considerable amount of feedback from which the recommended alternatives were derived. We believe that the recommended alternatives provide the best comprehensive solution for the Durand Neighbourhood as a whole. Similar traffic plans have resulted in neighbourhood-wide reduction in collisions of up to 20%. While individual residents may not sense that the overall plan addresses all of their specific concerns, all recommended measures combined should result in some direct or indirect benefit to most.

Recommended Alternatives

(Specific Details Available in Project File Report)

1. **Street Classification Changes**

The study provided treatments for streets that were based on their functional classification. It was decided that some classifications were not appropriate for the present land and traffic use. It is proposed that several roadways have their street classification altered to better reflect their current functions. The current street classification system for Durand is based on the 1987 Durand Neighbourhood Plan. The City Of Hamilton does not have an official classification system as yet. The recommended Durand street classification changes are listed in the following table:

Street Name	Existing Street Classification	Proposed Street Classification
Aberdeen Avenue (Bay St. S. to James St. S.)	Collector	Local
Markland Street	Collector	Local
Robinson Street	Collector	Local
Duke Street	Collector	Local
Park Street	Pedestrian-Oriented	Local
MacNab Street	Pedestrian-Oriented	Local
Jackson Street	Pedestrian-Oriented	Local

The remaining roadways in Durand will maintain their existing street classification.

- See Appendix 'E'

1. **Markland Street and James Street South – (a physical restriction to prohibit northbound left turns at all times)**

- Southbound right turns will continue to be permitted

- Flexible knockdown posts are proposed for placement along the centreline of James to prevent northbound left turns to reinforce a full-time legislated turn ban
- Implementation is subject to a follow-up review of the impact on traffic volumes on Aberdeen west of James
- See Appendix 'B'

Rationale:
- reduce cut-through traffic volumes on Markland Street
- redistribution of through traffic to arterial roadways
- longer and more frequent vehicle gaps aiding pedestrian crossing
- lower volumes consistent with bicycle lane implementation

2. **Markland Street/Park Street South – (removal of westbound stop sign)**

- See Appendix 'B'

Rationale:
- elimination of stopping violations
- reduced potential for conflicts for both drivers and pedestrians
- reduced vehicle emissions, noise and brake dust pollution
- consistent with bicycle lane

3. **Markland Street between James Street South and Queen Street – (designated bicycle lane for eastbound direction...contra-flow)**

- Vehicle travel in the westbound direction will become a shared bicycle/automobile lane
- See Appendix 'B'

Rationale:
- contribute to reducing vehicle speeds
- provide bicycle designated facility in neighbourhood
- safer route for cyclists
- future connection to bicycle route system

4. **Queen Street/Duke Street – (Intersection Pedestrian Signal)**

- Satisfies technical warrants
- Crossing will be located on the north leg – minimize conflicts with turning vehicles
- Installation anticipated in 2003 subject to funding from the signal installation budget (typically 3 – 4 IPS installations are budgeted for per year)
- Underground services and pole bases have been installed as part of the Queen Street reconstruction
- See Appendix 'C'

Rationale:
- improved pedestrian safety
- encourage pedestrian mobility

5. **Intersection Curb Extensions – (various locations throughout Durand)**

- Also identified in alternative #8 below
- See Appendix 'B'

Rationale:
- reduced vehicle speeds
- discourage cut-through traffic
- provide shorter pedestrian crossing distances
- potentially reduce the number of collisions

6. **Conversion of One-way Streets to Two-way Operation**

- Conversion of Hess Street South between Herkimer and Main (the section between Herkimer and Aberdeen is currently two-way)
- Conversion of Caroline Street South between Herkimer Street and Main (the section between Herkimer and Aberdeen will remain one-way as on-street parking can not be accommodated with a two-way operation)
- Some intersection corners will require radius improvements (rounding of corners) to facilitate new turning movements
- Landscaped island at Hess and Main will have to be cut back
- See Appendix 'A'

Rationale:
- reduced vehicle speeds
- improved internal neighbourhood vehicle circulation

7. **On Street Parking (See Appendix 'D')**

Herkimer

- Allow unrestricted parking, all day, Monday to Friday, on the south side between Hess and MacNab (currently parking is prohibited during the peak traffic periods)
- Permit unrestricted parking, all day (except the PM peak period), Monday to Friday, on the north side between Bay and MacNab
- The parking meters between Park and MacNab will remain in place, at present, pending a further parking review to take place upon completion of St. Joseph's Hospital expansion

Charlton

- Remove the current PM peak period restriction and allow unrestricted parking all day, Monday to Friday, on the north side between Hess and MacNab
- All parking meters will remain in place

Bay

- Remove the AM peak period restriction and allow unrestricted parking all day, Monday to Friday, on both sides between Aberdeen and Herkimer. The existing 'No Stopping Anytime' corner clearances at both south corners of Herkimer will be retained.

Parking on these roadways will continue to be subject to the through street parking by-law, which does not permit parking from 2:00AM to 7:00AM on through streets to permit unobstructed street maintenance. All existing corner clearances will be maintained to help ensure intersection safety. All parking meters are expected to remain in place, although there will be a need to fine-tune the parking regulations at the time of implementation, due to specific residential and commercial requirements. It is preferred that a less restrictive approach be implemented initially (i.e. unrestricted vs. time limited parking).

8. **Safety Modifications – (painted stop lines and traffic arrows, street name signing, warning signs, intersection improvements)**

- Painted stop lines and traffic arrows at problem intersections
- Signal modifications
- Improved intersection street name signing at various locations
- Additional playground advance signs in all approaches to Durand Park
- Fluorescent yellow school area signs on Bay for Central Public School as soon as school sign replacement program is launched
- Intersection curb extensions
- See Appendix 'C'

Rationale:
- improved driver visibility
- increased stopping compliance
- increased pedestrian safety
- clear warning to motorists
- safer and more efficient driver activity
- reduced traffic on local roadways

The following table provides a detailed snapshot of the Durand Neighbourhood intersection safety analysis and recommended improvements as per consultant's review:

Safety Analyses

	Summary of Collision Experience	Recommended Improvements
OVERALL	Residents in Durand are concerned about traffic safety. It is reported that there are many "Near-miss" collisions in addition the formal collision statistics.	Implement two-way streets, where feasible, to slow traffic Implement neighbourhood wide traffic calming to slow traffic and improve safety
UNSIGNALIZED INTERSECTIONS		
Bold Street and Hess Street	Over-representation of right angle collisions	Paint stop bars on Bold Street Construct curb extensions
Caroline Street and Charlton Avenue	Over-representation of right angle collisions	Improve intersection street name visibility Construct curb extensions
Hess Street and Robinson Street	Over-representation of right angle collisions	Paint stop bars on Robinson Street Consider curb extensions Restrict parking close to intersection
Hess Street and Markland Avenue	No dominant collision types Low collision frequency	Convert Hess Street to two-way Implement neighbourhood traffic calming (as above)
Hess Street and Jackson Street	Right angle and sideswipe collisions	Improve intersection and advance signing for Jackson Street Implement measures to reduce speeds on Hess (e.g. two-way streets)
Charlton Avenue and Park Street	Over-representation of WB sideswipe collisions	Improve signage for park street Install advance signage for Durand Park Paint left-through arrow on south lane of Charlton
Herkimer Street/MacNab Street	Over-representation of right angle collisions Over-representation of sideswipe collisions	Construct curb extensions Implement measures to reduce speeds on Herkimer
Charlton Avenue/MacNab Street	No apparent dominant collision types Average collision frequency	No changes recommended
Herkimer Street/Caroline Street	Pedestrian collisions	Consider curb extensions
SIGNALIZED INTERSECTIONS		
Charlton Avenue and Hess Street	Over-representation of right angle collisions	Install limited visibility signal heads at Charlton/Queen
Bay Street and Hunter Street	Over-representation of right angle collisions	No definitive deficiencies identified Consider conducting conflict study
Queen Street/Charlton Avenue	Over-representation of right angle collisions	Modify lane markings for westbound approach Provide limited visibility beacon on SB hazard marker at Queen/Herkimer intersection
Hess Street and Hunter Street	Over-representation of right angle collisions	No definitive deficiencies identified Consider conducting conflict study
Bay Street and Herkimer Street	Over-representation of right angle collisions	Review mounting height of signal for NB traffic

9. Other Community Initiatives

- Promote an on-going dialogue between Durand residents and City staff to ensure traffic problems are addressed as they arise
- Maintain dialogue on traffic issues through the Durand Neighbourhood Association newsletter
- Encourage residents to participate in Neighbourhood Speed Watch program; utilize the Road Rage Hotline (905-546-1768); Block Parents program; Neighbourhood Watch program
- Request Hamilton Police Services to provide regular speed enforcement

Implementation Strategy

In general, the recommendations coming out of this study will be implemented as soon as possible recognizing limitations with respect to the approvals process and funding availability.

In terms of phasing, the proposed safety improvements can be implemented immediately and are not tied to the approval of this study. Some signing and road marking enhancements have already been completed.

The following is suggested as a phasing strategy for the remaining items:

- Priority 1 – Engineering services, parking changes, one-way to two-way conversions of Hess Street and Caroline Street and curb extensions on Herkimer Street and Charlton Avenue (which are tied to the changes in parking restrictions on these streets). Also included in Phase 1 is the installation of posts on James Street to prevent northbound left turns into Markland Street as well as the intersection pedestrian signal at Queen/Duke (subject to 2003 capital funding in the signals program).
- Priority 2 – Remainder of the curb extensions and Markland Street bike lane. Funding is presently available for Priority 1 work. Priority 2 items will be put forward for consideration in the 2003 capital budget.

The conversion of Duke Street and Bold Street to two-way can not proceed at present due to parking limitations on Duke Street. This conversion could be reconsidered at such time as reduced on-street parking needs would allow.

It is anticipated that most Priority 1 items will not be implemented until the spring of 2003 as they must be proceeded by detailed design and cannot occur during the winter.

Other Future Enhancements

The conversion of James Street South, in the Durand area to two-way operation is subject to the success of this year's two-way conversion of James Street between Main Street and Murray Street.

Upgrading of Bay Street to include improved pedestrian safety with wider sidewalks, a linear park, bicycle lanes and other landscaping plans are currently in the Bay Street streetscaping plan.

ANALYSIS OF ALTERNATIVES:

A wide range of traffic management strategies were considered. Road closures, traffic calming, one-way to two-way street conversions, safety initiatives and community programmes are all alternatives which were presented as potential solutions.

The most effective plan to reduce speeding, improve safety and reduce traffic volumes on residential roadways is one which utilizes some or all measures as an integrated neighbourhood traffic management plan providing community-wide benefits.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Cost Estimates

Engineering Services	$10,000

• Two-way conversions	$72,000
• Parking	$4,000
• Safety improvements	$32,500
• Curb extensions	$139,000
Total	$257,500

It is recommended that 60% ($150,000) of the City's 2001 traffic calming capital budget ($250,000) be allocated to the Durand Neighbourhood traffic plan. There was no traffic calming capital budget available for 2002 due to internal priorities. As a result, the implementation plan consists of a two-phase priority program:

Priority 1 - engineering services, safety improvements, parking, two-way conversions and about two-thirds of the traffic calming devices. The majority of safety improvements are funded by existing operating budget. The approximate cost for Priority 1 items is $150,000. IPS will be funded from signal budget.
Priority 2 - remainder of the traffic calming devices and bicycle lane at a cost estimate of $107,500.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

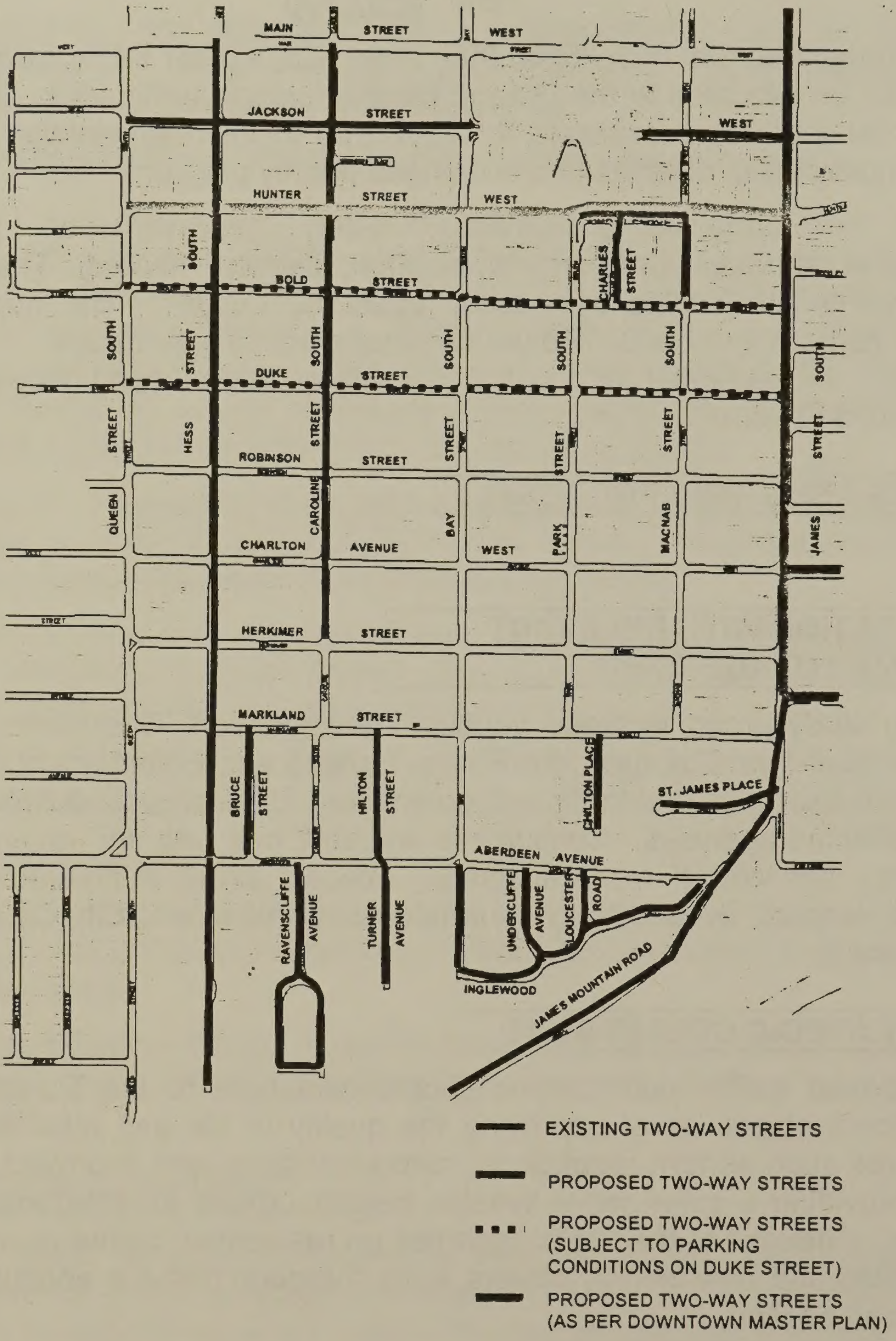
The core study group included various Transportation, Operations and Environment staff, and staff from Planning, the Police, Parking and Enforcement Operations as well as the DNA executive and traffic sub-committee. Extensive consultation was carried out with all affected agencies. Consultants and staff met with and received feedback from emergency services (Fire, Ambulance, Police), street maintenance personnel, St. Joseph's Hospital, Durand Neighbourhood Association, and City Councillors from Ward 1 and Ward 2.

CITY STRATEGIC COMMITMENT:

The proposed traffic modifications should contribute to the Durand Neighbourhood Association's objectives of improving the quality of life and attracting new residents. Alternatives such as turn restrictions, curb extensions and improved traffic controls will aide in providing a safer, more liveable neighbourhood for residents, pedestrians and motorists. Changes to the traffic operation on residential roadways will result in quieter, less polluted and bike friendly streets, while thorough traffic is encouraged to utilize the arterial road network.

Appendix A

Recommended One-way to Two-way Street Conversions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HUNTER STREET WEST
BOLD STREET
DUKE STREET
ROBINSON STREET
CHARLTON AVENUE WEST
HERKIMER STREET
MARKLAND STREET
QUEEN STREET SOUTH
HESS STREET SOUTH
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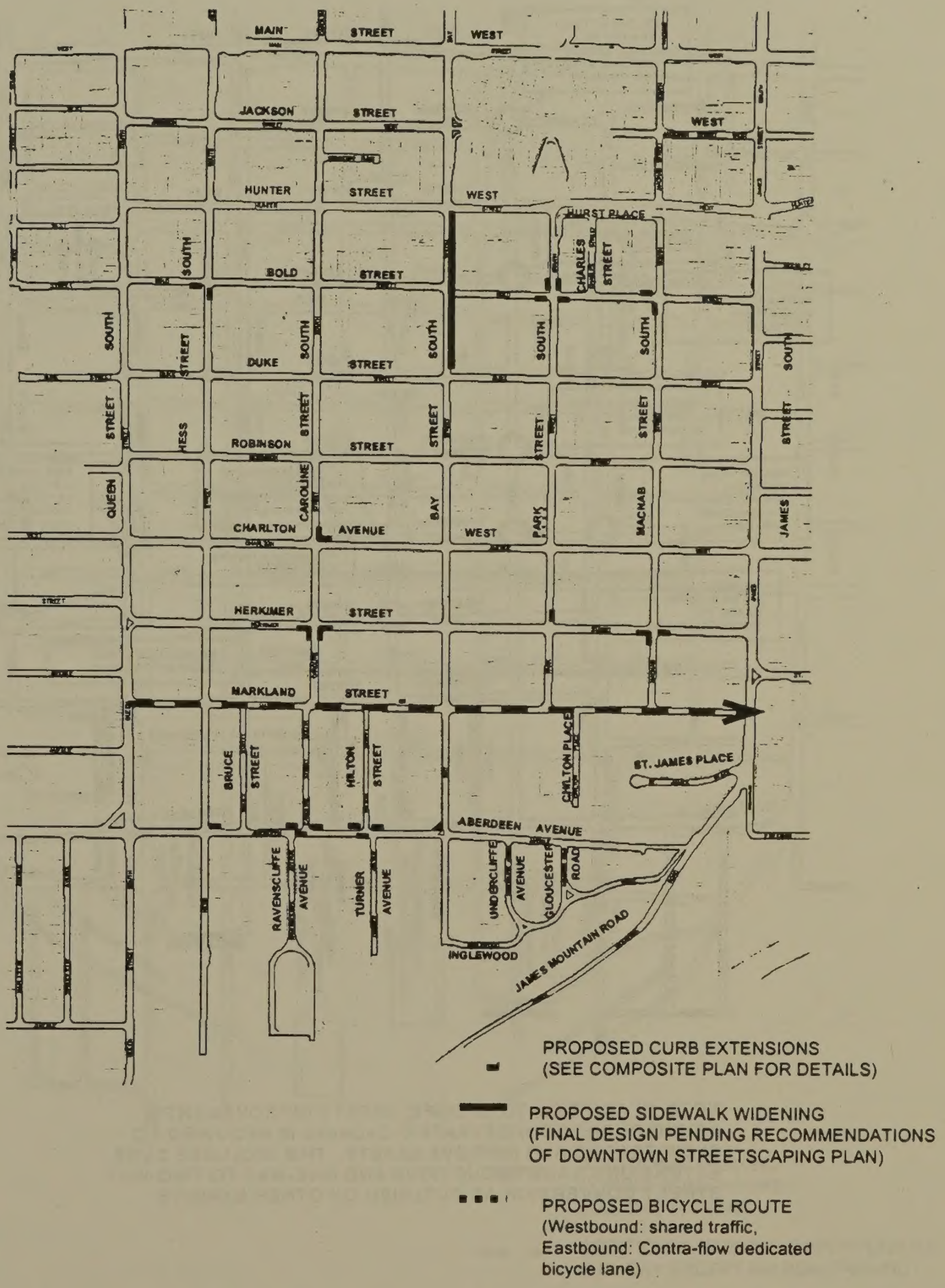
BAY STREET SOUTH
PARK STREET SOUTH
CHARLES STREET
MACNAB STREET SOUTH
JAMES STREET SOUTH
BRUCE STREET
HILTON STREET
CHILTON PLACE
ST. JAMES PLACE
ABERDEEN AVENUE
RAVENSCLIFFE AVENUE
TURNER AVENUE
UNDERCLIFFE AVENUE
GLOUCESTER ROAD
INGLEWOOD
JAMES MOUNTAIN ROAD
EXISTING TWO-WAY STREETS
PROPOSED TWO-WAY STREETS
PROPOSED TWO-WAY STREETS (SUBJECT TO PARKING CONDITIONS ON DUKE STREET)
PROPOSED TWO-WAY STREETS (AS PER DOWNTOWN MASTER PLAN)

Appendix B

Recommended Curb Extensions and Lane Reductions


MAIN STREET WEST
JACKSON STREET
HUNTER STREET WEST
HURST PLACE
BOLD STREET
DUKE STREET
ROBINSON STREET
CHARLTON AVENUE WEST
HERKIMER STREET
MARKLAND STREET
ABERDEEN AVENUE
INGLEWOOD
JAMES MOUNTAIN ROAD
ST. JAMES PLACE
CHILTON PLACE
QUEEN STREET SOUTH
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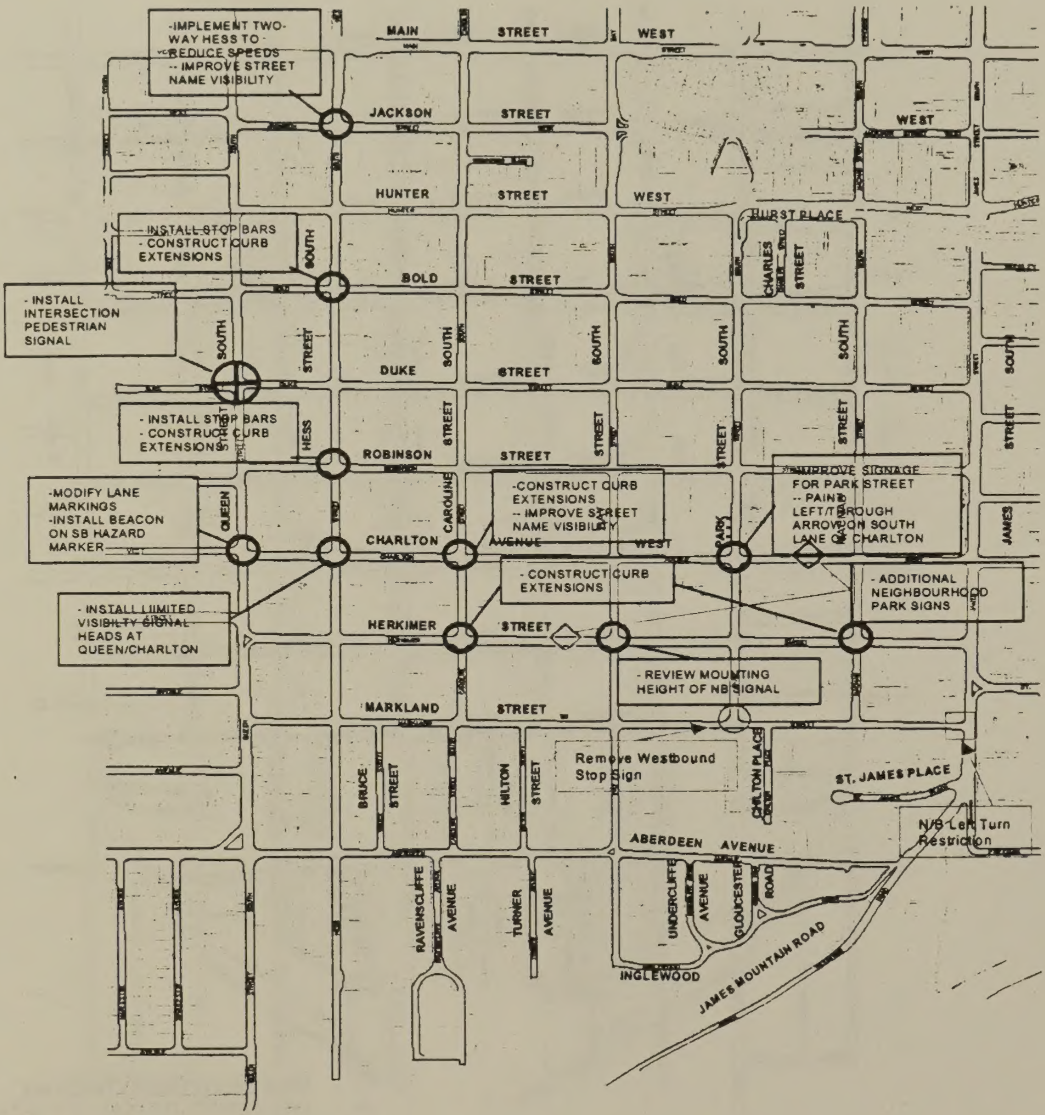
PARK STREET SOUTH
CHARLES STREET
MACNAB STREET SOUTH
JAMES STREET SOUTH
BRUCE STREET
HILTON STREET
RAVENSCLIFFE AVENUE
TURNER AVENUE
UNDERCLIFFE AVENUE
GLOUCESTER ROAD
▬ PROPOSED CURB EXTENSIONS (SEE COMPOSITE PLAN FOR DETAILS)
━ PROPOSED SIDEWALK WIDENING (FINAL DESIGN PENDING RECOMMENDATIONS OF DOWNTOWN STREETSCAPING PLAN)
■ ■ ■ PROPOSED BICYCLE ROUTE (Westbound: shared traffic, Eastbound: Contra-flow dedicated bicycle lane)

Appendix C

Recommended Safety Improvements


-IMPLEMENT TWO-WAY HESS TO REDUCE SPEEDS
-- IMPROVE STREET NAME VISIBILITY
- INSTALL STOP BARS
- CONSTRUCT CURB EXTENSIONS
- INSTALL INTERSECTION PEDESTRIAN SIGNAL
- INSTALL STOP BARS
- CONSTRUCT CURB EXTENSIONS
-MODIFY LANE MARKINGS
-INSTALL BEACON ON SB HAZARD MARKER
- INSTALL LIIMITED VISIBILTY SIGNAL HEADS AT QUEEN/CHARLTON
-CONSTRUCT CURB EXTENSIONS
-- IMPROVE STREET NAME VISIBILITY
- CONSTRUCT CURB EXTENSIONS
-IMPROVE SIGNAGE FOR PARK STREET
-- PAINT LEFT/THROUGH ARROW ON SOUTH LANE OF CHARLTON
- ADDITIONAL NEIGHBOURHOOD PARK SIGNS
- REVIEW MOUNTING HEIGHT OF NB SIGNAL
Remove Westbound Stop Sign
N/B Left Turn Restriction
MAIN
STREET
WEST
JACKSON
STREET
WEST
HUNTER
STREET
WEST
HURST PLACE
BOLD
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CHARLES
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HILTON
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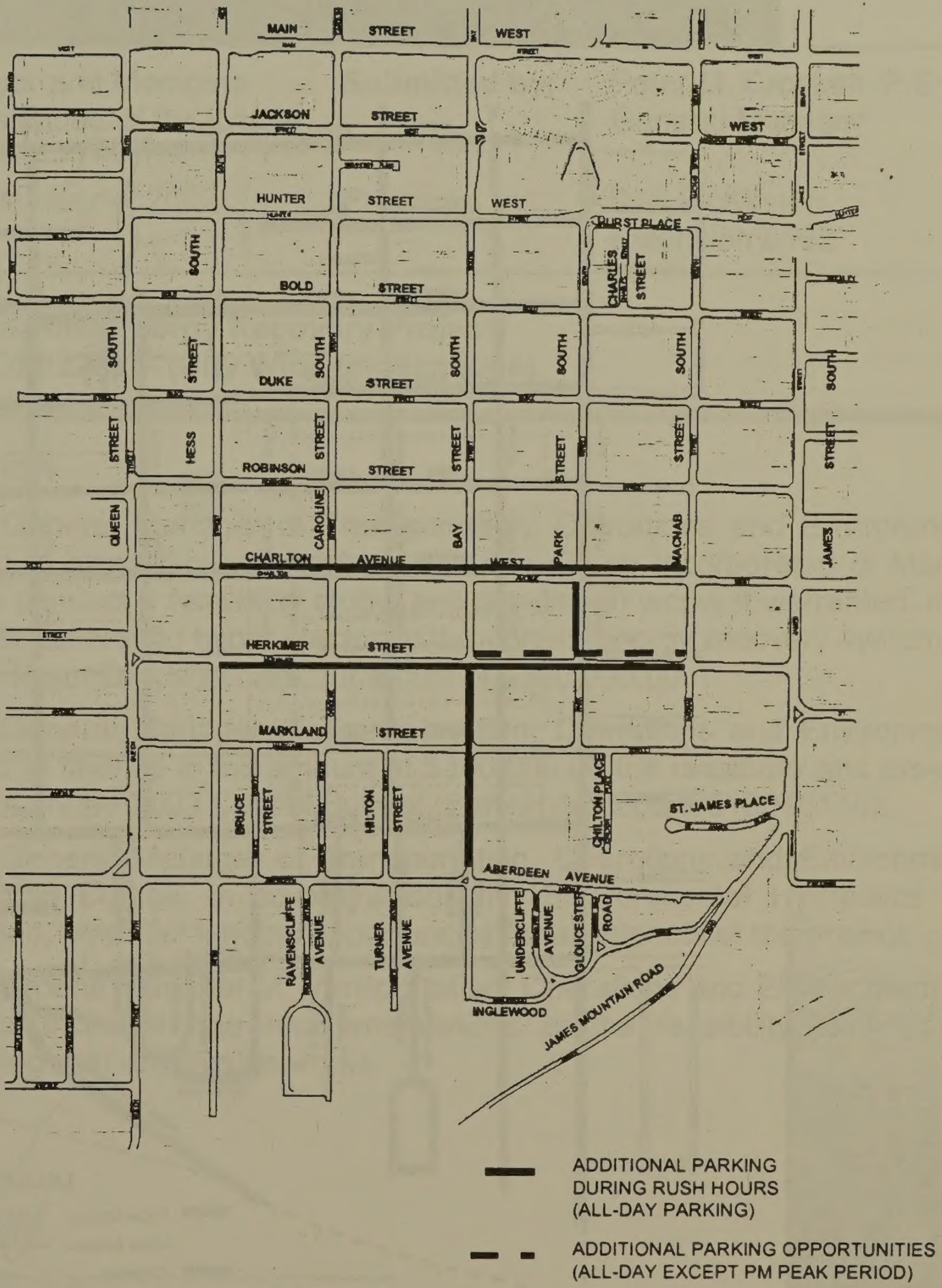
CHILTON PLACE
ST. JAMES PLACE
ABERDEEN
AVENUE
RAVENSCLIFFE
AVENUE
TURNER
AVENUE
UNDERCLIFFE
AVENUE
GLOUCESTER
ROAD
INGLEWOOD
JAMES MOUNTAIN ROAD

NOTE: IN ADDITION TO SPECIFIC SAFETY IMPROVEMENTS, NEIGHBOURHOOD WIDETRAFFIC CALMING IS REQUIRED TO SLOW TRAFFIC AND IMPROVE SAFETY. THIS INCLUDES CURB EXTENSIONS, LANE REDUCTIONS AND ONE-WAY TO TWO-WAY STREET CONVERSION AS OUTLINED ON OTHER EXHIBITS

Appendix D

Recommended Changes to On-street Parking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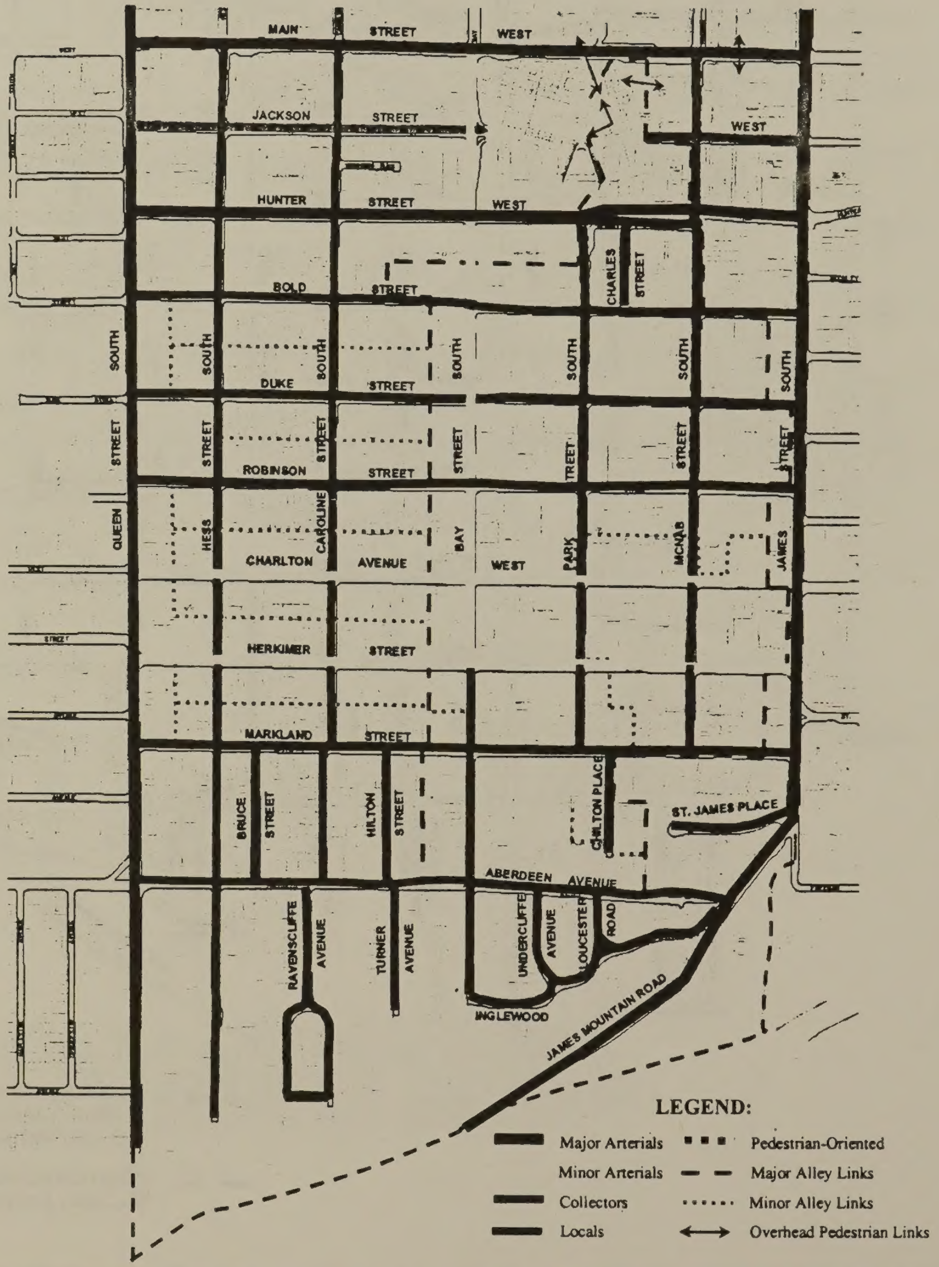
BRUCE STREET
HILTON STREET
CHILTON PLACE
ST. JAMES PLACE
ABERDEEN AVENUE
RAVENSCLIFFE AVENUE
TURNER AVENUE
UNDERCLIFFE AVENUE
GLOUCESTER ROAD
INGLEWOOD
JAMES MOUNTAIN ROAD
ADDITIONAL PARKING DURING RUSH HOURS (ALL-DAY PARKING)
ADDITIONAL PARKING OPPORTUNITIES (ALL-DAY EXCEPT PM PEAK PERIOD)

Appendix E

THE NEW CITY OF HAMILTON

Proposed Durand Road Classifications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PARK STREET SOUTH
MCNAB STREET SOUTH
JAMES STREET SOUTH
BRUCE STREET
HILTON STREET
HILTON PLACE
ST. JAMES PLACE
ABERDEEN AVENUE
RAVENSCLIFFE AVENUE
TURNER AVENUE
UNDERCLIFFE AVENUE
GLOUCESTER ROAD
INGLEWOOD
JAMES MOUNTAIN ROAD
LEGEND:
Major Arterials
Minor Arterials
Collectors
Locals
Pedestrian-Oriented
Major Alley Links
Minor Alley Links
Overhead Pedestrian Links

Durand Neighbourhood Traffic Study

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

14.2

TRANSPORTATION, OPERATIONS & ENVIRONMENT

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	November 4, 2002	**Prepared by:**	Dan McKinnon Extension 6162

SUBJECT: **Greenhill Energy Recovery Project (TOE02205) - (City Wide Implications)**

RECOMMENDATION:

(a) That the General Manager of Transportation, Operations and Environment be authorized to retain Environmental Hydraulics Group Incorporated of Markham, Ontario to conduct a feasibility study, and pre-design works if warranted, into the potential of generating hydro electricity through an energy recovery system at the Greenhill Sewer Dropshaft site, for a cost of $300,000.00.

(b) That the General Manager of Transportation, Operations and Environment be authorized to finance in the amount of $300,000.00 the feasibility and pre-design works through the 2002 Capital Budget (Sanitary) account 5160161102.

(c) That the General Manager of Transportation, Operations and Environment be authorized to pursue, in co-ordination with Environmental Hydraulics Group Incorporated, potential funding opportunities for all aspects of the project.

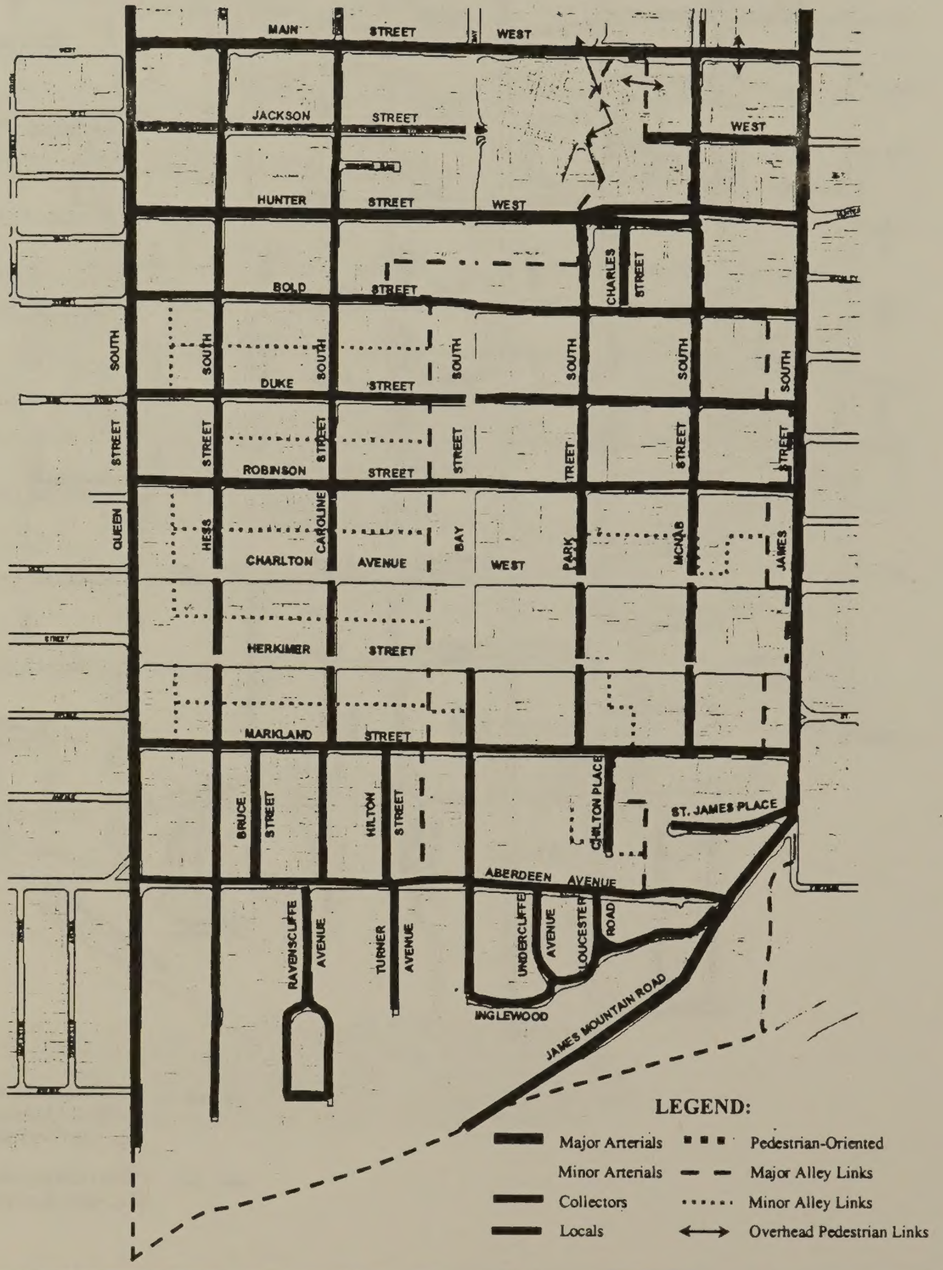
(d) That the General Manager of Transportation, Operations and Environment report back to council with the recommendations of the feasibility study, prior to commencing with any design works.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

The geographic conditions and location around which the City of Hamilton's sewer system is constructed presents an unusual opportunity. Combined sewage collected from several east mountain neighbourhoods is transported through the combined sewer system via a trunk sewer under Fennell Avenue East. It descends the Niagara

Proposed Durand Road Classifications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Locals
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CITY WIDE IMPLICATIONS

CITY OF HAMILTON

14.2

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Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

The geographic conditions and location around which the City of Hamilton's sewer system is constructed presents an unusual opportunity. Combined sewage collected from several east mountain neighbourhoods is transported through the combined sewer system via a trunk sewer under Fennell Avenue East. It descends the Niagara

Escarpment at a dropshaft in the intersection of Fennell Avenue East and Mountain Brow Boulevard. The dropshaft inlet is approximately 22 metres below the road surface and has a vertical descent of approximately 45 metres. At the bottom of the dropshaft is a gravity sewer under the Escarpment that then flows along Greenhill Avenue.

The flow of combined sewage through this dropshaft is significant and creates both problems and opportunities at the same time. Currently residents in the neighbourhood along Greenhill Avenue have voiced many odour complaints. A large volume of air is mixed with the combined sewage in the dropshaft, which then escapes from the sewer system downstream of the dropshaft. The large volume of air causes hydraulic restriction in the carrying capacity of the downstream sewers. During wet weather events when there is increased flow, hydraulic capacity in the downstream sewer is most important.

A Class "B" Environmental Assessment has been completed for this site in conjunction with the twinning of the Greenhill Avenue Combined Sewage Storage Facility. One recommendation of the Environmental Assessment is to modify or twin the existing dropshaft to reduce the amount of air mixed with the combined sewage. This should reduce odour generation below the Escarpment, and if twinned improve the reliability and provide redundancy in the sewage collection system. Physical scale model tests are currently underway to determine the optimum dimension of a new or modified dropshaft. Construction is scheduled to begin thereafter in approximately 18 to 24 months.

A preliminary investigation for the energy recovery project was conducted and concluded that, the installation of a turbine at the bottom of a penstock could dissipate the energy created by the change in elevation and reduce the mixing of air and sewage, thus reduce the potential for odours along Greenhill Avenue. The controlled release of combined sewage through a penstock may also improve the efficiency of the downstream sewer. The investigation also suggested it is reasonable to expect that a generating station constructed using this same turbine would have a generating capacity of 500 Kilowatts of electricity and 2.6 million Kilowatt hours annually, or the equivalent power to service approximately 160 homes.

The generation of hydro electricity by this means would be, by definition, as "green" as is possible. The introduction of electricity back into the grid could offset operating costs or could be sold as "green" energy, which is expected to yield a premium because it is renewable and environmentally friendly. The scheduled capital works at this site presents a golden opportunity to take advantage of the fact that the City will be on the site building a new structure anyway.

The generating station required for this proposal would look like a single car garage, constructed at the bottom of the shaft, in the Greenhill Avenue and Cortina Court area.

A feasibility study is necessary to acquire additional data to characterize the sewage, analyse the logistics of the site with respect to operation and maintenance of the penstock and generating station and refine estimated impacts on the existing upstream trunk sewer. Modification of the physical scale model, which was built for the initial dropshaft twinning project would be completed, and hydraulic simulation computer models would be developed. The pre-engineering for the original capital project is almost complete so the timing is right to add this study to the scope of work.

Several federal and provincial agencies would be approached to partner in this study including the Industrial and Research Assistance Program, the National Engineering and Science Research Commission, Green Municipal Enabling Fund, Sustainable Technology Development Fund and The Great Lakes Sustainability Fund. The project would likely include research assistance from the National Water Research Institute at the Canadian Centre for Inland Waters as well as McMaster University and Ryerson Polytechnic University.

BACKGROUND:

The technology used in this proposal, turbines powered by water, has been generating electricity for many years. The idea of using combined sewage instead of a river or waterfall is the only new wrinkle. The use of combined sewage presents some engineering challenges, thus the need for the feasibility study.

A significant feasibility study is required to confirm assumptions made about the flows in the sewer, the logistics of the site, its impacts both upstream and downstream in the gravity sewers, and provide the detailed information necessary to aid in the decision making process. Regardless of the outcome of the feasibility study, a large volume of valuable data would be acquired which will be used for other purposes.

The projected value of electricity this station could create is estimated at $200,000.00 per year. In perspective, this revenue would pay the electricity bill for six midsize water-pumping stations such as the one at Dewitt Rd. in Stoney Creek.

The expertise required to complete a feasibility study of this nature is complex and requires a superior knowledge of hydraulics and turbulence. Environmental Hydraulics Group Inc. of Markham, Ontario working with the National Water Research Institute at the Canadian Centre for Inland Waters has completed most of the pre-engineering for the original capital works and is intimate with all aspects of the shaft and the site. For this reason it is recommended to have Environmental Hydraulics Group Incorporated, complete the feasibility study and preliminary engineering.

ALTERNATIVES:

A Request for Proposals could be drafted for the feasibility study, however a great deal of work has been completed for the original dropshaft works, including actual scale modeling and analysis of turbulence in the shaft. Environmental Hydraulics Group Incorporated has completed most of this work and is very intimate with the existing project. Should another consultant be engaged for the feasibility study they would have to spend a considerable amount of time and resources to acquaint themselves with the details of the project.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The feasibility study would be initiated with a $100,000.00 commitment from the City. This commitment would be used to secure provincial and federal money to aid in the feasibility study. This would be a very attractive project for energy and environmental funding programs to support. Should the conclusions from the feasibility support that the project is worth pursuing a second commitment of $200,000.00 would be made to deliver the pre-design for the works. Again the City's commitment to this phase of the works would also be leveraged to secure federal and provincial funding.

In total there is a possible $300,000.00 investment from the City. The leveraging of the City's commitment through federal and provincial sources has the potential of a 2:1 return, meaning a $600,000.00 study could potentially be completed with a $300,000.00 investment from the City.

Should the assumptions made in the preliminary investigation be confirmed there is a possibility of $200,000.00 annual income from the generation of hydro electricity at this site. Operating costs could not be confirmed yet.

The funding for the dropshaft works is being provided through 2002 rate capital totalling $2 million - 5160161102 (Sanitary) and an additional $2 million - 5180162102 is included in the draft 2003 Stormwater Capital Budget.

POLICIES AFFECTING PROPOSAL:

A review of purchasing policies was completed with the Manager of Purchasing with respect to retaining Environmental Hydraulics Group Incorporated. It was concluded that this proposal met the criteria as per policy #11 item (f) "it is more cost effective or beneficial for the City" in that Environmental Hydraulics Group Incorporated already possesses a high degree of knowledge of this project from their involvement in the original capital works pre-engineering. Environmental Hydraulics Group Incorporated specializes in hydraulics and turbulence issues, which will be a significant aspect of this study. To bring in another consultant for the project would require a significant "warming period" to acquaint themselves with the works which have been completed to date, including the management of the scale model at the National Water Research Institute at the Canadian Center for Inland Waters.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Finance & Corporate Services - Purchasing as well as Legal Services, TOE

CITY STRATEGIC COMMITMENT:

Fiscal Accountability: increasing operating efficiency by generating a source of revenue where none previously existed.

Innovation: committing to support projects, which are untested but have potential.

Leadership – having the will to undertake projects which are first of their kind, projects which can be replicated elsewhere, which can contribute to sustainability and efficiency in other municipalities. This study will help to advance the body of knowledge of hydraulics and turbulence.

Sustainability – contributing to the protection of the environment, specifically enhancing air quality and protecting water quality in the Red Hill Creek. Setting examples of the City of Hamilton's commitment to the environment and the spirit of the Kyoto Protocols.

Commitment - making a significant statement about Council's desire to achieve the goals of Vision 20/20

Teamwork – redefining teamwork by engaging local academia at McMaster University and Ryerson Polytechnical, the National Water Research Institute, the Candian Centre for Inland Waters, the private sector, and Federal and Provincial Governments

Excellence – demonstrating our commitment to providing high quality and valuable public service

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

14.3

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Transit Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Peter M. Crockett, P.Eng. General Manager
Date:	November 4, 2002	**Prepared by:**	Don Hull 905-679-7301 Paul Thompson 905-679-7304

SUBJECT: **D.A.R.T.S. Contract Renewal - Consideration of an Alternate Service Delivery Option (TOE02207) - (City Wide)**

RECOMMENDATION:

(a) That the General Manager, Transportation, Operations & Environment be authorized and directed to undertake, consistent with the Alternative Service Delivery policy, a cost and quality analysis of the City's Accessible Transportation Services comparing an "in-house" operation to the current not-for-profit contract with D.A.R.T.S..

(b) That a report to Council on the Accessible Transportation Services Delivery Analysis be completed no later than February 28, 2003.

(c) That the results of the Accessible Transportation Services Delivery Analysis be presented for the consideration of Council prior to a decision of Council on the renewal of the current D.A.R.T.S. contract.

(d) That the General Manager, Transportation, Operations & Environment be authorized and directed to engage the services of IBI Group for the completion of the Accessible Transportation Services Delivery Analysis at a total estimated cost of $15,000.

(e) That the cost of the Accessible Transportation Services Delivery Analysis be financed up to $15,000 from account no. 530240-55801.

(f) That the General Manager, Transportation, Operations & Environment be authorized and directed to correspond with the Board of Directors of D.A.R.T.S. requesting that they make no organizational changes nor enter into any service agreements, prior to consideration of the Accessible Transportation Services Delivery Analysis by Council, other than those necessary to ensure that service levels are maintained at the budgeted levels.

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations and Environment

EXECUTIVE SUMMARY:

Between 1999 and 2001, staff undertook an extensive review of the delivery of specialized transportation services that included a competitive RFP process. It was concluded that D.A.R.T.S. was providing the best combination of cost and quality of service among the contracted alternatives. Council subsequently approved a recommendation of staff to negotiate a renewal contract with D.A.R.T.S. Staff has completed the directed negotiation with D.A.R.T.S. and a proposed new 5 year Contract between the City of Hamilton and D.A.R.T.S. has been prepared for Council consideration.

During the RFP and subsequent review process (1999 and 2000), D.A.R.T.S. made several key improvements which lead to a staff conclusion that a long term contract renewal would be the most appropriate course of action. This conclusion was primarily based on five key factors, including:

- a 30% gain in overall dedicated service productivity;
- a 20% gain in non-ambulatory (wheelchair) service productivity;
- the lowering of the per hour cost of dedicated service by over 15%;
- the delivery of more than the budgeted number of trips in each of 1999 and 2000; and
- a demonstrable ability to meet (within a reasonable range) budget targets.

Since the recommendation report to Council in August 2001, which was based on the above factors, several key aspects of service delivery at D.A.R.T.S. have significantly deteriorated; with increased costs, declining productivity, and less trips being delivered to passengers.

During the last two budget years, D.A.R.T.S. has had base expenditure budget increases of over $1,000,000, yet in 2001 delivered less than the budgeted number of trips, and in 2002 will deliver some 45,000 less trips than budgeted.

In 2001, D.A.R.T.S.:

- required a $600K (9%) increase in its maintenance level budget;
- had a decline of 10% in dedicated service productivity;
- had an increase of 15% in the per hour cost of dedicated service; and
- incurred a budget overrun of $400K.

To the end of the third quarter of 2002, D.A.R.T.S. has:

- required a $400K (6%) increase in its maintenance level budget;
- had a decline of 12% in dedicated service productivity;
- had an increase of 20% in the per hour cost of dedicated service; and
- has delivered 11% less overall passenger trips than 2001, this equating to about 40,000 actual trips.

D.A.R.T.S. performance in 2002 has been impacted by vehicle issues in the first quarter, which significantly contributed to the loss of about half of the overall trip loss to date this year. It had been expected that the delivery of 18 new vehicles by April would allow D.A.R.T.S. to stabilize its service delivery within budgeted levels for the remainder of 2002. This has not been the case as D.A.R.T.S. has continued to under-perform in the key areas of dedicated service productivity, cost per hour of dedicated service, and overall trip delivery.

Staff has discussed these financial and service performance problems with D.A.R.T.S. on a regular basis over the past 12 months, but D.A.R.T.S. has failed to correct the situation, in spite of the considerable additional investment by the City in 2001/2002.

The result of all of the above is a substantial impact on passengers who depend on D.A.R.T.S.. In spite of increasing demand, less trips are being delivered. Passenger complaints to D.A.R.T.S. have more than doubled in the last quarter.

During the 1999/2000 review period and again during the 2002 budget deliberations, staff expressed reservations to Council regarding the ability of D.A.R.T.S. to sustain its service quality and financial performance levels. Financial analysis at the time, though, did not result in a definitive financial case to support "in-house delivery".

Given the ongoing and worsening failure of D.A.R.T.S. to deliver the customer trips they are contracted to provide warrants an in-depth analysis, on the basis of cost and quality, comparing an in-house operation to the current service model prior to a decision by Council on a contract renewal with D.A.R.T.S.

Staff have further recommended within this report to contract for consulting services, to carry out the necessary analysis, on a single source basis, as availability of qualified consultants within this area of expertise is limited and the performance of this analysis and report to Council is of a time sensitive nature.

An extensive discussion of the negotiated but yet to be approved Contract with D.A.R.T.S. is included within the Analysis of Alternatives section of this report.

BACKGROUND:

The latest Contract with D.A.R.T.S. for the provision of specialized transportation services was for a 5-year term that expired on the 30th day of November 1999. Subsequently the City exercised the provision contained in that Contract that following its expiry, the Contract would continue on a month to month basis as was necessary. Staff was instructed to and did issue an RFP for the provision of these transportation services; however, it was recommended to Council that no award resulting from this RFP process be approved, as none of the proposals received met the City's needs. Accordingly, staff was directed by Council to extend the term of the current Contract with D.A.R.T.S. until June 30, 2002 and to explore any further options that might be viable. A further report to Council in August 2001 concluded that there were no acceptable contracted alternatives at that time and that a new Contract be negotiated with D.A.R.T.S., such recommendation being approved by Council.

ANALYSIS OF ALTERNATIVES:

Council might choose to reject the recommendations in this report, and direct staff to sign the Contract with D.A.R.T.S. that has been negotiated. If this were the case, Council should be aware of the following facts.

The negotiated Contract is substantially the same as the previous contract with D.A.R.T.S. for the service. Among the key terms of the Contract, there are provisions for:

- a term extension of 5 years at the end of the Contract, at the sole discretion of the City;
- the right of the City to develop and implement future accessible transportation plans;
- the absolute discretion of the City to determine the appropriate annual budget for the service, and thus the levels of service to be delivered;
- the right of the City to cancel the Contract or the entire program with written notice, such notice to be subject to specified obligations on the part of the City;
- title to all assets employed or used by the Contractor in the provision of service remaining vested with the City; and
- an arbitration provision to deal with disputes arising from the Contract.

During the negotiation of the Contract, there has been contention with D.A.R.T.S. over the clause in the Contract concerning Council appointments to the D.A.R.T.S. Board of Directors. In the previous Contract, the City was obliged to nominate two members of Council to the D.A.R.T.S. Board of Directors. The analysis contained in this report follows the guidelines adopted by Council in the Directorships Policy (LS01001); should Council choose to appoint two Councillors as "Directors" of D.A.R.T.S., Council should be aware of the implications, as discussed herein. The following are the highlights and/or points that would require the guidance of council:

A. DISPUTE RESOLUTION AND TERMINATION

The Contract provides that in the event of any dispute between the City and the Contractor over the Contract terms, the matter shall be determined by binding arbitration.

The Contract generally provides for 3 possible termination points:

- On 30 days notice should Council elect to discontinue this service and discontinue budget funding;
- On 120 days notice, at the expiry of the 5 year term (subject to any monthly extensions);
- On 12 months notice by either party at any time.

In the event the City should choose to exercise the right to terminate on 30 days notice, the City will be responsible for all liabilities properly incurred by D.A.R.T.S. up to the date of termination or *as a result of* the termination. Such liabilities would include the severance owed to employees of D.A.R.T.S. as well as any accelerated lease payments for equipment or premises for their respective terms. The present value of this obligation has been estimated by D.A.R.T.S. to be $3.25 million ($3m in severance/termination costs and $250,000 for accelerated lease and contracted service obligations). This is a cardinal change from the previous Contract with D.A.R.T.S., but would be recommended by staff as appropriate given the status of D.A.R.T.S. as a not-for-profit entity with no reserves to deal with liabilities of this nature, and given the arbitrary nature of such a Council decision.

B. OBSERVER STATUS v. DIRECTORSHIPS – CLAUSE 5.2 (PAGE 17)

Directorships Policy (LS 01001): At its meeting of January 9, 2001 City Council approved the Directorships Policy which states that "As a matter of policy, City Councillors or employees should not be appointed to Boards of Directors unless so required by statute, but shall rather obtain observer status as outlined in report LS 01001. Language reflecting this policy has been used in the draft D.A.R.T.S. Contract attached, however the D.A.R.T.S. Board of Directors is not in agreement with this language and wants the City to be obliged to nominate two Councillors to the Board of Directors itself, as was the case in the previous agreement.

Specific direction from Council is required if the Directorships Policy is to be disregarded in this particular case.

1. D.A.R.T.S. wants the City to appoint 2 Directors to the D.A.R.T.S. Board of Directors.
2. As set out under the POLICIES AFFECTING PROPOSALS section below, Council has said it will not appoint councillors or employees of the City as directors of outside Boards unless it is statutorily required to do so and instead will require Observer status. To appoint Directors:
    - (a) creates conflicts; and
    - (b) creates potential liability if the rules that govern the Board of Directors are not followed.

If Council agrees to appoint Directors and not Observers:

3. The Councillors appointed will have to follow the D.A.R.T.S. rules and protocols, including confidentiality requirements as they will be in a fiduciary relationship with D.A.R.T.S., attend meetings, and be duly diligent generally in the exercise of their obligations as a director.
4. A clause must be inserted into the agreement that reflects the nature of the potential conflicts that could arise.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The recommended review would require some use of outside consulting services to provide an objective look at the quantitative and qualitative issues around in-house vs. contracted service delivery; it is expected that the cost of these consulting services may be accommodated within the identified account of the Transit budget.

There are no staffing implications arising from the recommendation.

There are no legal implications arising from a review of services or further delay of a Contract with D.A.R.T.S., as the City has latitude within the current Contract to continue on a month-to-month basis as it may require. The Legal Services division of the City, along with the Human Resources Department, will be consulted regarding any further recommendation arising from the review which may be put forward for Council consideration.

The issue of single source engagement of IBI Group as a consultant has been discussed with the City's Manager of Purchasing, and there is agreement on the method of procurement given the issues of necessary expertise, time sensitive reporting, and relatively low dollar value of the engagement.

POLICIES AFFECTING PROPOSAL:

The recommendation does not alter or contravene any established City policy or previous Council direction.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Legal Services, Human Resources and Finance, will be consulted regarding any recommendation which may be put forward for Council consideration as a result of direction to undertake the Accessible Transportation Services Delivery Analysis.

Legal Services has previously been consulted on the terms of the negotiated Contract with D.A.R.T.S., as set out in the Analysis of Alternatives section of this report.

City Purchasing has been consulted on the issue of single source engagement of IBI Group as a consultant in carrying out the Accessible Transportation Services Delivery Analysis.

CITY STRATEGIC COMMITMENT:

The recommendation in this report responds to Council goals of A Great City To Live In, and Supporting People In Need, With Care; and the sustainable community strategy that seeks to "provide transportation services for people with disabilities that are equivalent to regular public transit and which provide for emergency needs and improve D.A.R.T.S. service so there are less time based restrictions"; by ensuring that there is an appropriate review of service provision which will continue to adequately address the needs of persons with disabilities.

CITY WIDE
IMPLICATIONS

15.1

CITY OF HAMILTON

FINANCE & CORPORATE SERVICES DEPARTMENT
Legal Services

TRANSPORTATION, OPERATIONS & ENVIRONMENT
Water/Wastewater

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Rand Roszell City Solicitor Peter M. Crockett, P. Eng General Manager
Date:	November 8, 2002	**Prepared by:**	Al Burton Extension 6149 Danielle Marchant Extension 2303

SUBJECT: Draft Safe Drinking Water Act (LS02021/TOE02208) - (City Wide)

RECOMMENDATION:

(a) That the City Solicitor and General Manager of Transportation, Operations and Environment be authorized and directed to provide the City of Hamilton's concerns on the proposed Safe Drinking Water Act, as attached in Schedule "A" to Report LS02021/TOE02208, to the Ministry of Environment (MOE)) for its review and consideration.

(b) That the City Solicitor and General Manager of Transportation, Operations and Environment be authorized and directed to provide a copy of Schedule "A" to Report LS02021/TOE02208 to the Association of Municipalities of Ontario (AMO) for its information.

(c) That the City Solicitor and General Manager of Transportation, Operations and Environment be authorized and directed to provide additional input to the MOE as part of the public consultation process on drinking water legislation and policy initiatives and report to the Committee of the Whole as necessary.

Rand Roszell
City Solicitor

Peter M. Crockett, P. Eng, General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

On October 28, 2002, the Province introduced *Bill 195, Safe Drinking Water Act, 2002*, ("SDWA"). The proposed legislation is intended to implement 50 of 93 recommendations made by Justice O'Connor in his two reports on the Walkerton tragedy in order to provide Ontarians with even safer drinking water. The SDWA is a combination between new initiatives and a consolidation of existing provisions in a variety of other statutes.

City staff have been informed by senior officials of the Ministry of Environment (MOE) that the Province is moving forward to pass the SDWA, together with the *Bill 175, Sustainable Water and Sewage Systems Act, 2002*, and changes to Ontario Regulation 459, all prior to January 1, 2003.

The purpose of this report is to advise City Council of the details of the proposed SDWA and to obtain direction to forward staff comments to the MOE as set out in Schedule "A" to report LS02021/TOE02208 for review and consideration as well as to the Association of Municipalities of Ontario (AMO). In addition, a further purpose of this report is to obtain direction for staff to provide additional input on drinking water legislation and policy initiatives as the public consultation process evolves.

BACKGROUND:

The major parts of the SDWA are identified as follows:

1. General Requirements;
2. Accreditation of Operating Authorities;
3. Municipal Drinking-Water Systems;
4. Regulated Non-Municipal Drinking Water Systems;
5. Drinking-Water Testing;
6. Inspections;
7. Compliance and Enforcement.

General Requirements

The SDWA introduces a statutory standard of care which means that councillors and senior staff will have a duty to operate the City's municipal drinking water systems with the diligence and skill of a "reasonably prudent person" in similar circumstances and it is an offence not to exercise this standard of care. This means that there is a "due diligence" defence available in which an accused would have to demonstrate that they took all reasonable steps to fulfil their obligations.

Accreditation of Operating Authorities

The SDWA would require the Minister to approve, within a year of Section 21 coming into force, a Quality Management Standard for drinking-water systems against which operating authorities will be accredited. All municipal drinking water systems must be operated by an accredited operating authority. In the case of non-municipal drinking-water systems (i.e. private wells), the Minister has discretion to require these drinking-water systems be operated by an accredited operating authority.

Municipal Drinking-Water Systems

The City's drinking water systems would be subject to a new licencing process which would include the following components:

- Permit(s) to Take Water;
- Permit(s) for Drinking Water System (comparable to current Certificates of Approval)
- Operational Plan(s);
- Financial Plan(s) (this would be based on a full cost recovery basis in accordance with the provisions of the proposed *Sustainable Water and Sewage Systems Act*);
- Accreditation of Operating Authorities;
- Certificate(s) of Compliance;
- Licence(s) for Drinking Water Systems.

Despite assurances made by senior officials of the MOE to AMO and City staff that the intent is to streamline the approval process with respect to drinking water systems, the current language in the proposed SDWA does not match that stated intent. It is clear that the new process will be more complex and that greater resources must be dedicated to tracking compliance-related issues to mitigate the liability associated with any failure, administrative or otherwise, to fulfil all obligations under the proposed SDWA, and as part of TOE's Integrated Management System (IMS) initiative.

Regulated Non-Municipal Drinking Water Systems

The proposed SDWA would prohibit the construction, operation or maintenance of a non-municipal drinking water system without the consent of the City. It is an open question how this provision will affect current non-municipal drinking water systems and whether the City could be forced to take over systems where no consent has been provided.

Drinking-Water Testing

The City's Environmental Laboratory will also undergo changes governing how analytical services are regulated, monitored and delivered. These changes are anticipated to the accreditation process, requirement for a Drinking-Water Testing Licence and MOE inspection protocol.

Inspections

With the exception of the creation of a new dedicated inspection team, the powers to inspect are unchanged from existing powers in the *Ontario Water Resources Act*. What will change is the inspection policy of the MOE. Through AMO, City staff has been advised that all of the City's water facilities will be inspected at least once every year. There will also be unannounced inspections that will take place at least once out of every three years.

Compliance and Enforcement

The existing power under the *Ontario Water Resources Act* that allows the Director to force municipalities to take over private water systems and bring them into compliance has been expanded upon in the SDWA. However, while it appears that this is supposed to be a temporary power, the likely reality is that private water systems that are out of compliance and are forced upon the City will remain the responsibility of the City in perpetuity.

ANALYSIS OF ALTERNATIVES:

It is open to City Council to decide not to forward any comments to the Ministry of Environment for its consideration. This alternative is not recommended given the concerns expressed with respect to the proposed Act in Schedule "A" to this report. As well, given the tight timelines for a review of the SDWA and other associated legislative changes, AMO has expressed concern to the MOE that many municipal councils will not be able to provide input on this Bill. The impact of the proposed legislation is too significant to the City to delay whatever little opportunity there is to provide comments which could provide the MOE with some of the concerns municipalities have pertaining to drinking water legislation and policy initiatives, including the proposed SDWA, the proposed *Sustainable Water and Sewage Systems Act*, and Ontario Regulation 459. As well, City staff are continuing to meet with AMO and the MOE about drinking water legislation and policy initiatives and issues may arise from these discussions.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial Implications

The SDWA contains a small fraction of the information required to assess the cost implications to the City. No regulations under the SDWA or under the proposed *Sustainable Water and Sewage Systems Act* have been made publicly available and without those regulations, it is impossible to even begin to understand how the City will be affected financially.

Staffing Implications

The SDWA gives the Director the power to assess available resources including the adequacy of staffing, and the ability to define staffing requirements as a condition of a drinking-water licence or drinking-water testing licence. This may impact the City with respect to required staffing levels, training, or the cost of providing services in general.

Within the water industry there is also a prevalent concern with respect to changes to the certification of operators. There is a growing shortage of qualified operators, in part due to grandfathered operators choosing retirement instead of re-certification, and as concerns mount over the personal liabilities associated with their jobs. Changes concerning the application and issue of operator's certificates will be forthcoming within two years of the SDWA coming into force.

It is likely that there will be impacts on staff, particularly certified operators and lab staff, as well as a potential increase in the need for compliance staff, but it is too early to accurately determine what these impacts will be without the opportunity to review the regulations under the SDWA.

Legal Implications

The Province is developing an inspection protocol that will feature zero tolerance for any compliance issues. With the increased provincial focus on inspections of drinking water systems, it is expected that there may be a corresponding increased likelihood of charges, appeals, hearings and fines as the MOE struggles to strike an appropriate balance between regulatory duties and enforcement activities. The potential penalties upon conviction are significant with fines for corporations ranging from $100,000 to $10 million per day or part day of the offence committed, and for individuals, imprisonment for a maximum of five years and/or fines ranging from $20,000 to $6 million per day or part day of the offence committed. As well, the proposed SDWA contemplates the use of Administrative Monetary Penalties (AMPs) which have not yet been legislatively enacted. Council has previously provided comments on the appropriateness of AMPs.

See also Schedule "A" to Report LS02021/TOE02208.

POLICIES AFFECTING PROPOSAL:

The recommendation contained in this report will not alter or contravene any City policies.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Consultation has occurred with the Social and Public Health Services Department and they will be providing comments under cover of a separate report.

CITY STRATEGIC COMMITMENT:

The recommendation contained in this report is consistent with Council's strategy of enabling participation in government decision-making at all levels of government.

SCHEDULE "A" TO REPORT LS02021/TOE02208

Bill 195, Safe Drinking Water Act, 2002
Submission by the City of Hamilton

Introduction

The City of Hamilton ("City") is encouraged by the introduction of the Safe Drinking Water Act ("SDWA") but is concerned, along with many other municipalities as indicated by the Association of Municipalities of Ontario (AMO) to the Ministry of the Environment (MOE), that the timeframe provided for the review of this proposed legislation is too short, especially with respect to facilitating the input of municipal councils.

The City has concerns with the proposed SDWA from three main perspectives:

1. The proposed SDWA is unclear how the requirement for non-municipal drinking water systems will work in practice.
2. The duty to report adverse test results for drinking-water needs further clarification.
3. The division between water treatment and distribution and how drinking water licencing is coordinated.

Regulated Non-municipal Drinking-Water Systems

Under the proposed Act the province would regulate some non-municipal drinking-water systems. Moreover, the SDWA specifies that a non-municipal drinking-water system intended to serve a major residential development requires written consent from the municipality. A municipality could prohibit certain development by withholding consent, but clarity is required on what grounds are required in order to deny consent, avoid any appeal, and/or successfully defeat any appeal.

Other clarification required includes:

- The linkage(s) of this consent to other approvals, by the municipality or the province. In other words, will withholding written consent from a developer influence other approval processes such as a Permit To Take Water?
- How this clause may be used to protect a municipality from being ordered to provide future services to these developments if consent was not granted. If a municipality does not consent to a non-municipal drinking water system, the proposed legislation does not make it clear whether the municipality could later be subject to an order to take over that system.
- The interpretation of how this clause impacts pre-existing drinking-water systems. For example, the current language of the SDWA states that "...no person...shall maintain or operate" a non-municipal drinking water system without consent. Does this mean that there will be a flurry of requests from current non-municipal drinking water systems to municipalities for consent?

Of particular concern, are the proposed powers under the SDWA to allow the Director to order a municipality to provide services from a municipal drinking-water system to residents of a residential development anywhere within the municipality, or alternatively for the transfer of a system to the municipality.

The proposed Act provides the municipality the opportunity to recover costs associated with the operation, maintenance and repair from the users of these systems. However, this is inadequate as users of such smaller systems are unlikely to be able to afford these costs.

Nothing has been outlined that provides for cost recovery from the owners of these systems, with or without provincial assistance, nor are there any details of how the provincial government could assist financially under these circumstances. Moreover, the province has an operating authority through the Ontario Clean Water Agency that is capable of providing these services if deemed necessary.

The development of sound and meaningful financial plans is predicated on a municipality having some assurance that it will not be threatened to operate or assume responsibility for these drinking-water systems.

Adverse test result

This needs to be defined within the SDWA itself, rather than leaving it to be defined in the regulations. In particular, there needs to be some guidance provided as to how often exceedances need to be reported to the MOE, especially with the use of continuous monitoring systems. Does every spike need to be reported, or a 24 hour average, or some other length of time that is a real indicator of a threat to public health, rather than momentary events which are either easily rectified or naturally occurring events of brief duration.

Division Between Water Treatment and Distribution

The SDWA does not adequately recognize that most municipalities have a division of responsibility between water treatment and distribution, and that there can be a great deal of complexity in this area, such as with two-tier municipalities or through the sale of water to other communities. At this time it is not clear how the roles and responsibilities, or the drinking-water system licencing will be coordinated.

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MUNICIPAL DOCUMENT

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-039

BUDGET

Friday, November 22, 2002

1:30 p.m. to 4:30 p.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. PRESENTATIONS

3. BUDGET REPORTS

3.1 2002 Economic Overview (FCS02127)

3.2 Municipal Tax Competitiveness Study - 2001 (FCS02061(a))

3.3 2003 Reassessment & Tax Policy Update (FCS02123)

3.4 2003 Tax & Rate Supported Budget Outlook (FCS02124)

3.5 City of Hamilton 2003-2012 Capital Budget Outlook

4. ADJOURNMENT

SECTION 3

CITY WIDE
IMPLICATIONS

CITY OF HAMILTON

3.1

FINANCE AND CORPORATE SERVICES
Capital Budgets and Fiscal Policy

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	October 30, 2002	**Prepared by:**	Tony Del Monaco 905-546-2790

SUBJECT: 2002 Economic Overview (FCS02127) (City Wide)

RECOMMENDATION:

That report FCS02127, 2002 Economic Overview, be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

Attached as Appendix A to report FCS02127 is a 2002 economic overview for the City of Hamilton. Appendix A to report FCS02127 reviews activity in 2002 and shows trends and short-term forecasts for key performance indicators. A nation-wide and provincial perspective is outlined first, followed by local data as it relates to the City of Hamilton.

BACKGROUND:

A recent Conference Board of Canada report indicated that Hamilton's economy had grown marginally in 2001 with a 0.6% growth in gross domestic product. Gross domestic product (GDP) is the value of goods and services produced in an economy. Considering the tough economic conditions felt not only nation-wide but also globally in 2001, compounded by the telecommunications sector meltdown and the terrorist attacks in the United States, Hamilton's 0.6% GDP growth ranked in the middle of the pack of 25 major Canadian cities (see Table 1).

In 2002, accounting and corporate governance scandals shook North America and the Conference Board's report reflected the implications for the Hamilton economy. GDP is expected to shrink by 0.8% in 2002, predicated on the local steel industry's dependence on the American economy which has been suffering more so than the Canadian economy. That 0.8% drop ranks Hamilton last among the 25 cities reported by the

Conference Board. Local unemployment rates, which have been below the provincial and national averages over the past decade, increased markedly to match province-wide levels.

TABLE 1

Real GDP (%) 2001		Real GDP (%) 2002		Real GDP (%) 2003-2006	
Quebec City	4.9	Saint John	4.3	Calgary	3.8
Oshawa	4.4	Toronto	4.2	Kitchener	3.6
St. John's	4.2	Quebec City	4.1	Toronto	3.5
Calgary	3.7	Windsor	4	Edmonton	3.4
Edmonton	3.6	Montreal	3.9	Windsor	3.3
Winnipeg	2.7	Edmonton	3.4	Ottawa-Gatineau	3.3
Toronto	2.6	Winnipeg	3.3	Oshawa	3.3
Regina	2.5	Calgary	3.2	**HAMILTON**	**3.2**
Halifax	0.8	Halifax	3	Vancouver	3
HAMILTON	**0.6**	Regina	2.9	Montreal	2.9
Montreal	0.5	St. John's	2.8	Winnipeg	2.7
Ottawa-Gatineau	0.5	Vancouver	2.6	Chicoutimi-Jonquiere	2.6
Vancouver	0.5	Oshawa	2.6	Regina	2.6
Chicoutimi-Jonquiere	-0.2	Victoria	2	Quebec City	2.5
Kitchener	-0.3	Chicoutimi-Jonquiere	2	Halifax	2.5
Victoria	-0.7	Kitchener	0.8	Saint John	2.4
Saint John	-6.5	Ottawa-Gatineau	-0.5	St. John's	2.4
Windsor	-6.5	**HAMILTON**	**-0.8**	Victoria	2

Source: The Conference Board of Canada

The study also indicated that the worst might be behind us. Although Hamilton's economy is the slowest growing in the country this year, the City is poised for a rebound in 2003.

For 2003, an astounding 4.7% growth in GDP is forecasted by the Conference Board along with a 3.1% increase in job growth. Hamilton's local economy will be buoyed by a recovering American economy, along with consensus forecasts that Canada will outpace all G-7 nations in growth next year with the province of Ontario leading the way.

An economic overview for the City of Hamilton is presented in Appendix A to FCS02127. A national and provincial perspective is summarized first, followed by a local analysis.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Planning and Development Department
Social Public and Health Services
Statistics Canada
Government of Ontario
The Conference Board of Canada

CITY STRATEGIC COMMITMENT:

- Growing our Local Economy
- Attracting and Retaining Business
- A Great City to Live in
- Vision 2020 – A Sustainable City
- Benchmarks and Performance Measurement

APPENDIX A

CITY OF HAMILTON

2002
ECONOMIC
OVERVIEW

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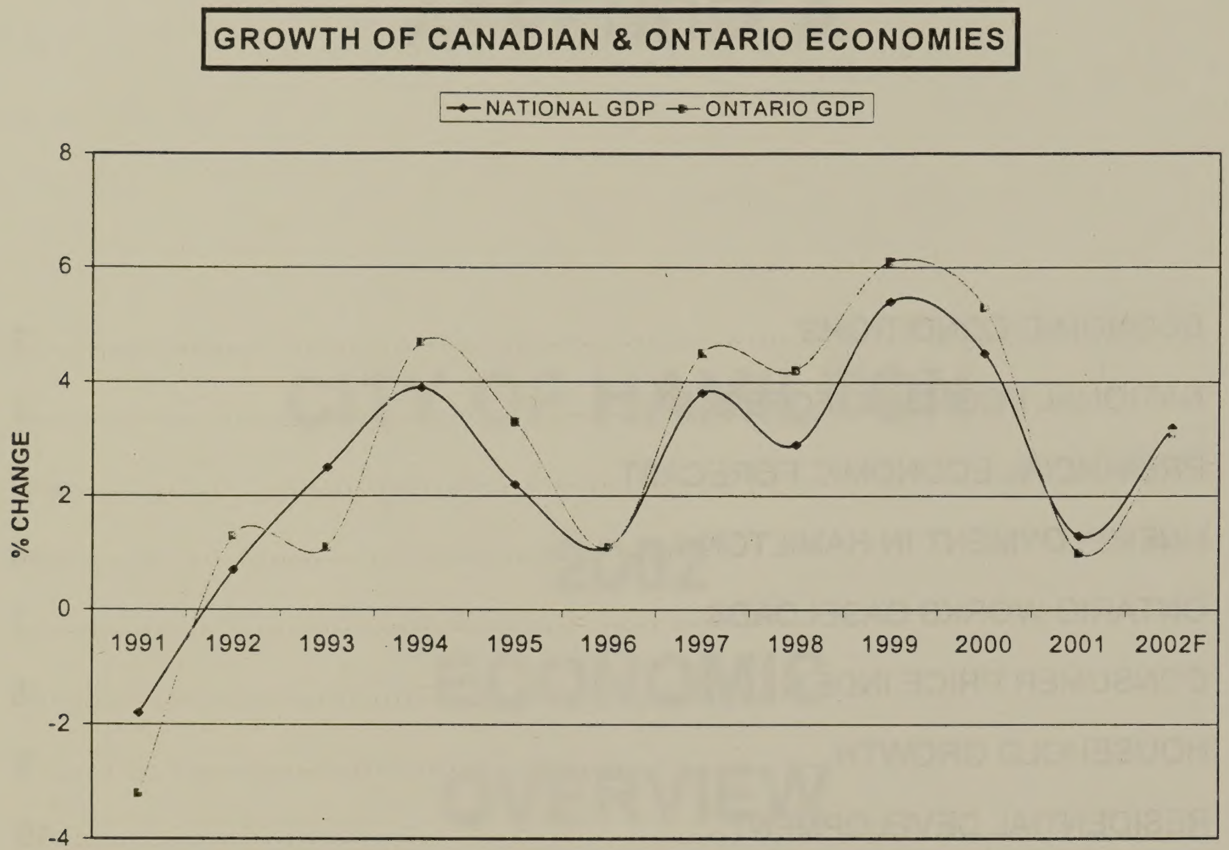
Economic Conditions



Source: Statistics Canada
Projections from 2002 Ontario Budget

- National Real GDP growth has decreased from 4.5% in 2000 to 1.5% in 2001 as a result of extraordinary uncertainty and turmoil on a global level.

- Ontario's Real Gross Domestic Product (GDP) growth has decreased from 5.3% in 2000 to 1.0% in 2001, marking the first time in 5 years that Ontario's real GDP growth was lower than Canada's as a whole. This was due to the economic downturn in the U.S. economy and the subsequent fall in the demand for Ontario products.

- Despite downside risks and uncertainties originating mostly from outside Canada, the economy is expected to strengthen, bolstered by higher than originally expected domestic demand.

- Based on a June 2002 Ontario Ministry of Finance survey, 3.2% Real GDP growth is expected by the 2002 year end. The 2002 Ontario Budget predicts an average growth in Real GDP of 3.1% for 2002.

National Economic Forecast

- Consistent with the expected resurgence in the economy, the National GDP is expected to recover after a drop in growth in 2001. Private sector forecasters expect Canada's Real GDP growth to outpace that of any other G-7 nation.

- The Canadian inflation rate is forecasted to drop in 2002, but climb back to 2001 levels by 2003.

- The resurgence is not expected to have an impact on national unemployment levels, which have been dropping over the last 10 years. Unemployment rates are forecast to increase temporarily and return to 2001 levels by 2003.

- The Canadian dollar began to weaken in late 1997 and 1998, reflecting downward pressures due to an international movement to U.S. funds, the deterioration of the current account (which reflects strong investment), and lower commodity prices in Asia. However, a return to sound public finances, a solid competitive position and low inflation lead forecasters to expect the dollar to appreciate.

- In 2002, the economy's strong first half pace has been followed by a more sustainable second half. Of concern is a decline in consumer spending and investor confidence. Traditionally, consumers account for about 60% of economic activity, however consumers are at historically high debt levels, which could cause a decline in spending. Investor confidence has also been shaken as a result of accounting and corporate governance issues.

CANADIAN ECONOMIC FORECAST

	2001	2002F				2003F			
GENERAL ECONOMY		**CIBC World Markets**	**RBC Financial**	**Scotia Capital**	**Avg**	**CIBC World Markets**	**RBC Financial**	**Scotia Capital**	**Avg**
GDP % Change	1.5%	2.8%	3.7%	3.4%	3.3%	3.2%	4.1%	3.0%	3.4%
CPI % Change	2.5%	1.5%	1.4%	2.0%	1.6%	2.3%	2.3%	2.7%	2.4%
Unemployment Rate	7.2%	7.6%	7.6%	7.6%	7.6%	7.3%	7.2%	7.4%	7.3%
Housing Starts (000's)	163	172	187	194	184	164	170	180	171
Current Account ($C bn)	30	21.7	24.2	22	22.6	27.4	34.8	32	31.4
INTEREST RATE FORECAST (ANNUAL AVERAGES)		**CIBC World Markets**	**Royal Bank**	**Scotia Capital**	**Avg**	**CIBC World Markets**	**Royal Bank**	**Scotia Capital**	**Avg**
90 Day T-Bill	2.0%	2.7%	4.3%	2.6%	3.2%	2.7%	5.3%	3.0%	3.6%
10-Yr Cdn Gov't Bond	5.5%	4.8%	6.0%	5.2%	5.3%	4.7%	5.8%	5.1%	5.2%
Bank Prime Rate	5.7%	4.4%	n/a	4.3%	4.3%	5.0%	n/a	4.9%	4.9%
Exchange Rate (C$ in US$)	0.628	0.641	0.69	0.643	0.658	0.676	0.714	0.656	0.682

source: compiled by City of Hamilton Finance and Corp Services Dept.

Provincial Economic Forecast

- In the wake of the terrorist attacks on the United States, at a time when economic expansion was already fragile, confidence plunged and forecasts for growth were scaled back sharply. These forecasts turned out to be too pessimistic as the Ontario economy is once again growing strongly. Real GDP is projected to grow by 3.1% in 2002 and a further 4.2% in 2003. Growth in Ontario is expected to outpace that of Canada and other major industrial G-7 nations during the next two years.

- In 2001, the Ontario Consumer Price Index (CPI) was 3.1% and is expected to be 1.8% in 2002 and 2.0% in 2003, in the Bank of Canada's target range of 1 to 3 per cent. It is expected that inflation will remain low, in turn keeping interest rates low. This will help bolster business/consumer confidence and contribute to a healthy economic environment.

- Ontario's unemployment rate is projected to rise slightly from 6.3% to a range of 6.5 and 6.8 per cent in 2002. Unemployment is expected to return to 2001 levels in 2003 backed by stronger consumer and business demand, a competitive tax environment, low interest rates, and a high level of competitiveness in Ontario's business climate which is expected to lead to high levels of private sector job creation.

- Ontario's strong housing market is in the midst of a boom, due to low interest rates and rising household incomes. Housing starts are expected to rise to 80,000 by the end of 2002 dipping slightly to 76,000 in 2003.

ONTARIO ECONOMIC FORECAST

	1999	2000	2001	2002F	2003F
Real GDP Growth (% change)	6.1	5.3	1.0	3.1	4.2
CPI (Inflation, % change)	1.9	2.9	3.1	1.8	2.0
Unemployment (Annual %)	7.2	5.7	6.3	6.5-6.8	6.0-6.5
Housing Starts (000's)	67.2	71.5	73.3	80.0	76.0
Corporate Profits (% change)	20.3	5.8	-12.8	0.0	14.7
Personal Income (nominal, % change)	4.6	6.4	3.6	3.2	5.4

source: Ontario 2002 Budget

Unemployment in Hamilton

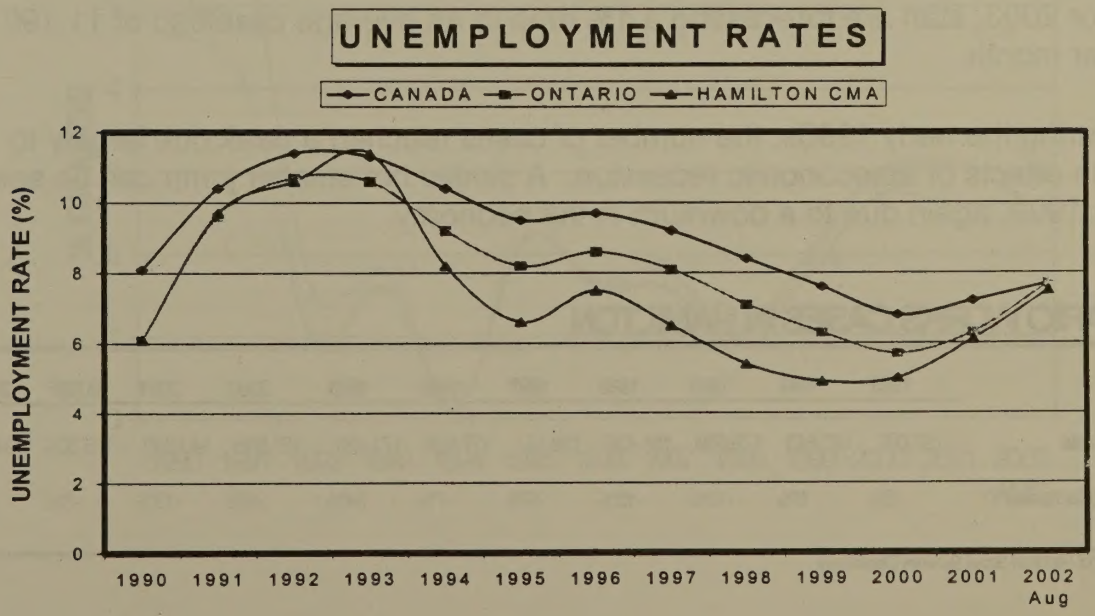
- The following graph illustrates the trend in unemployment in selected areas over the past 10 years and exhibits a general downward trend throughout the country. Statistics Canada does not produce regular unemployment statistics for detailed areas other than by census metropolitan area (CMA). Available information describes aggregated data for Hamilton, Burlington, and Grimsby.

- Hamilton however, has seen its unemployment rate rise by 2.6% from 1999. Factories were the fastest to shed jobs in 2001, and they and other cyclical employers will be slow off the mark to rehire in light of last year's earnings damage. But jobs are already rebounding around the country at temporary help agencies, usually a precursor to adding permanent positions. Unfortunately Hamilton is not feeling the effects yet.

- The unemployment rate for the Hamilton CMA averaged 6.1% in 2001, slightly lower than the Ontario average of 6.3%. As of August 2002, the national, provincial, and Hamilton CMA unemployment rates have risen to 7.7%, 7.7%, and 7.5% respectively.

- Consensus forecasts peg the national unemployment rate to remain above 7% in the short term. The International Monetary Fund foresees Canada's unemployment rate will fall to 6.7% next year. The 2002 Ontario Budget has a more optimistic outlook, forecasting 6.5% unemployment in 2003.

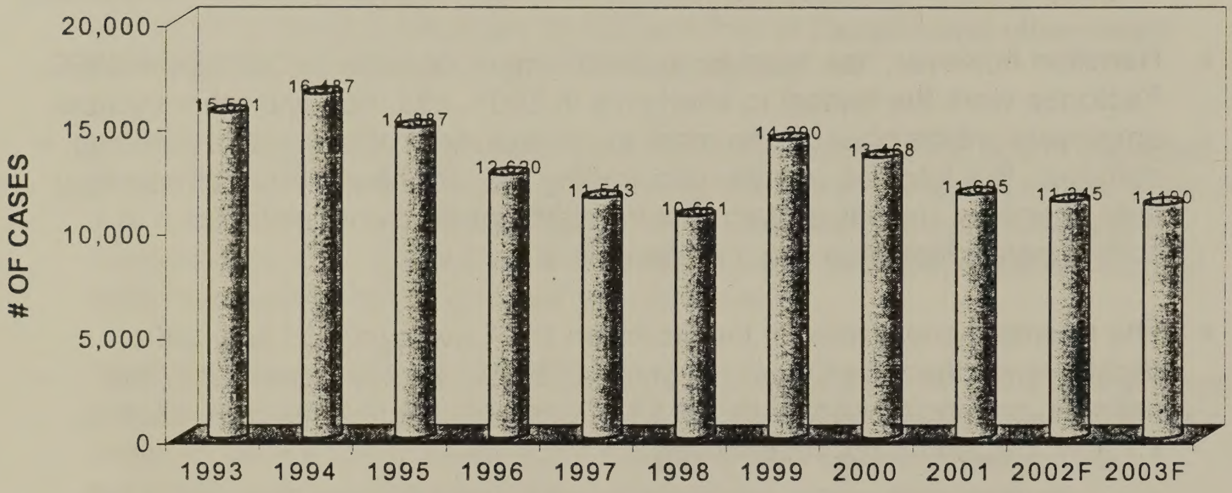
- The unemployment rate is a "lagging" indicator. Even though growth in the economy is positive, the unemployment rate is the last to reflect this trend.



Source: Statistics Canada

Ontario Works Caseloads

AVERAGE MONTHLY ONTARIO WORKS CASELOAD
CITY OF HAMILTON



Source: City of Hamilton Social and Public Health Services

- Ontario Works cases continued to drop in 2001 with an average level of 11,695 cases per month reflecting reduced welfare rates and increased employment. As of August 2002, cases have further reduced to an average of 11,345 per month.

- For 2003, staff are forecasting a 1% drop to an average caseload of 11,190 per month.

- During the early 1990s, the number of cases reached a peak due largely to the effects of an economic recession. A similar but smaller jump can be seen in 1999, again due to a downturn in the economy.

ONTARIO WORKS CASES IN HAMILTON

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002F	2003F
Annual Totals	187,097	197,843	178,638	151,436	138,151	127,929	171,481	161,615	140,340	135,806	134,280
Increase (Decrease)/Yr	-5%	6%	-10%	-15%	-9%	-7%	34%	-6%	-13%	-3%	-1%

source: City of Hamilton Social Services Department

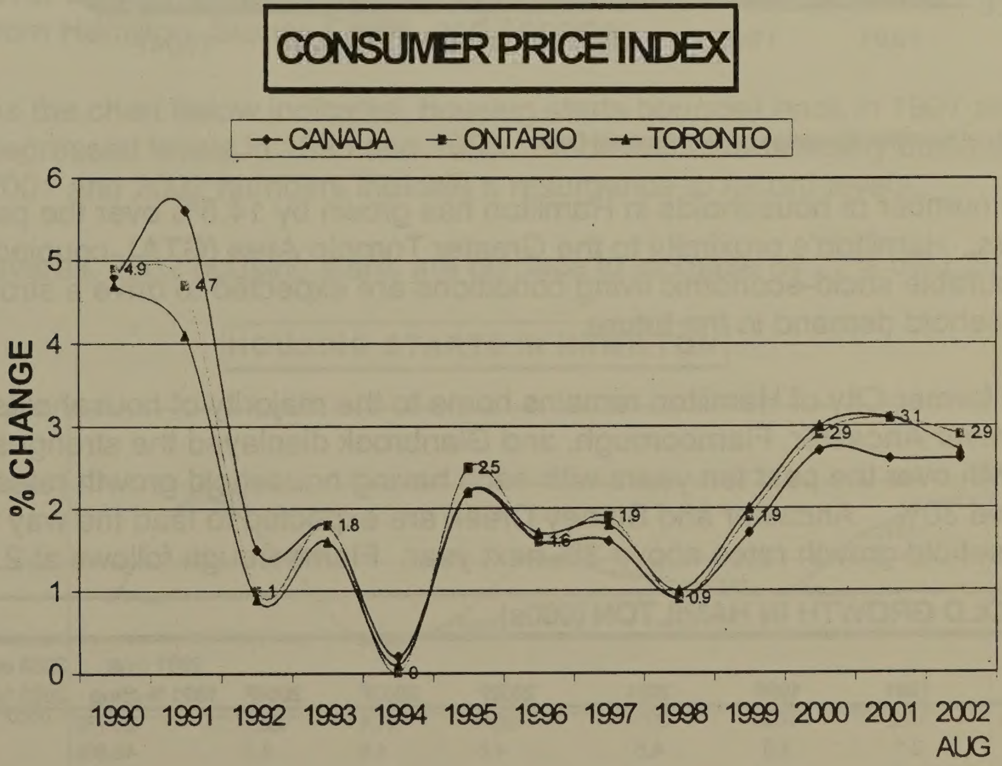
Consumer Price Index

- The Consumer Price Index (CPI) rose by 3.1% in 2001, increasing at an accelerated pace for the third consecutive year.

- The Bank of Canada target range is 1-3% inflation. Over the last couple of years, the annual CPI increases have moved from the low/mid range to the high-end of the range.

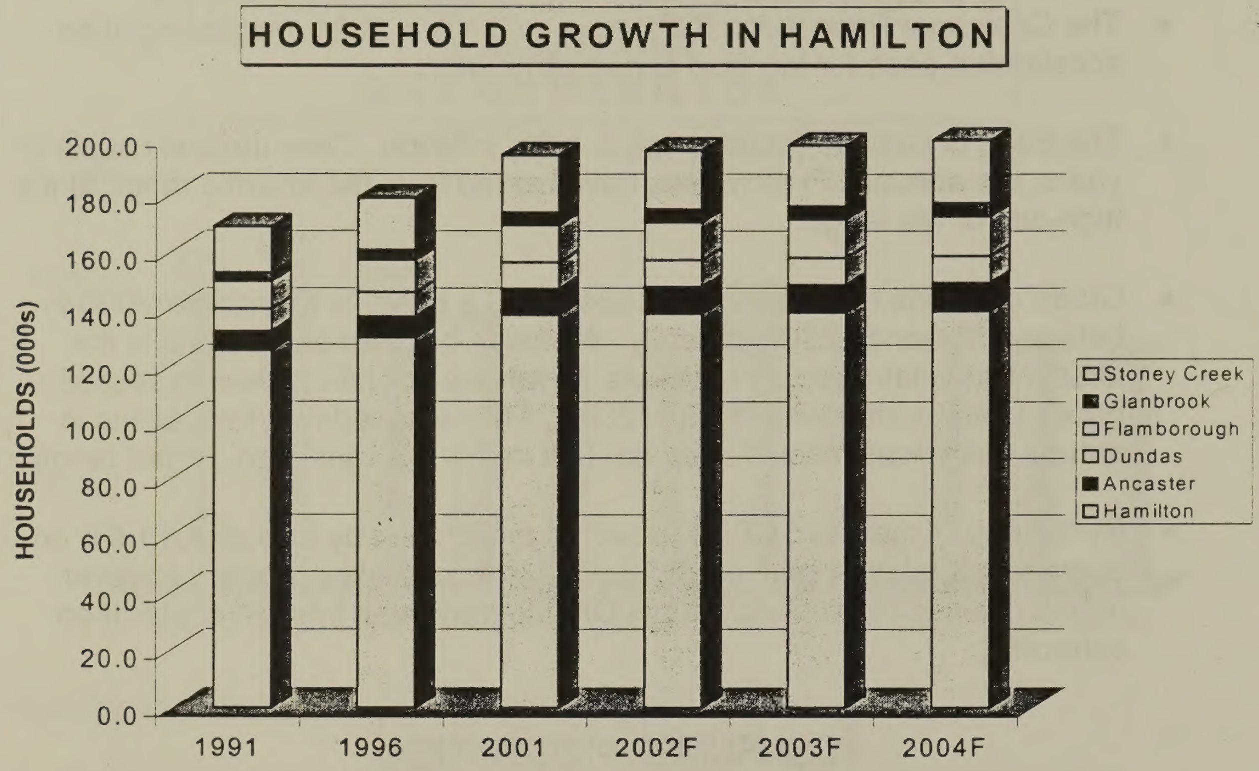
- Crude oil prices have fallen from $34.40US a barrel in November 2000 to between $24 and $26US recently. Although heightened tensions in the Middle East may push up oil prices, private-sector forecasters expect oil prices to stabilize near $25US in 2003. This, coupled with the decline in natural gas prices, should keep the CPI in the 1-3% inflation control range.

- By the end of the year, CPI is expected to increase by only about 1.5% on average but a larger gain of about 2.5% is expected next year. However, recent hikes in electricity prices in Ontario may push the CPI higher than expected.



Source: Statistics Canada

Household Growth



Source: City of Hamilton Planning and Development Dept.

- The number of households in Hamilton has grown by 14.8% over the past 10 years. Hamilton's proximity to the Greater Toronto Area (GTA), coupled with favourable socio-economic living conditions are expected to drive a strong household demand in the future.

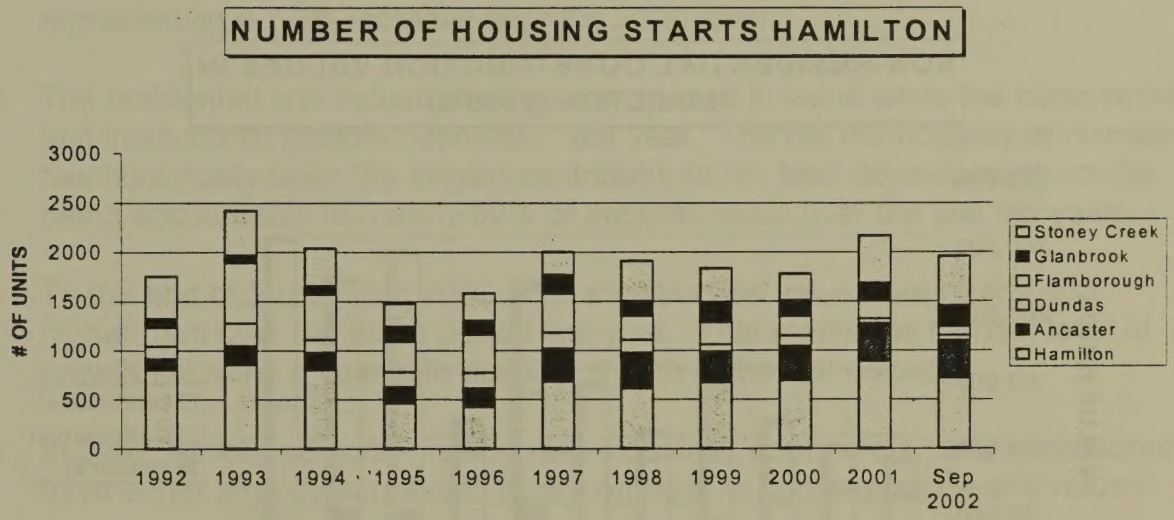
- The former City of Hamilton remains home to the majority of households, however Ancaster, Flamborough, and Glanbrook displayed the strongest growth over the past ten years with each having household growth rates above 30%. Ancaster and Stoney Creek are expected to lead the way with household growth rates above 3% next year. Flamborough follows at 2.5%.

HOUSEHOLD GROWTH IN HAMILTON (000s)

	1991	1996	2001	2002F	2003F	2004F	2001 over 1991 % chng	2003 over 2002 %chng
Stoney Creek	16.2	18.2	20.1	20.8	21.4	22.1	23.7%	3.2%
Glanbrook	3.1	3.5	4.5	4.6	4.6	4.7	45.8%	1.6%
Flamborough	9.6	11.3	12.9	13.2	13.5	13.8	34.1%	2.3%
Dundas	7.8	8.5	9.3	9.3	9.3	9.3	19.9%	0.1%
Ancaster	6.9	7.6	9.2	9.5	9.8	10.2	34.3%	3.2%
Hamilton	125.5	130.0	138.1	138.5	139.0	139.5	10.0%	0.3%
Totals	**169.1**	**179.1**	**194.2**	**195.9**	**197.7**	**199.6**	**14.8%**	**0.9%**

source: Planning & Development Department

Residential Development

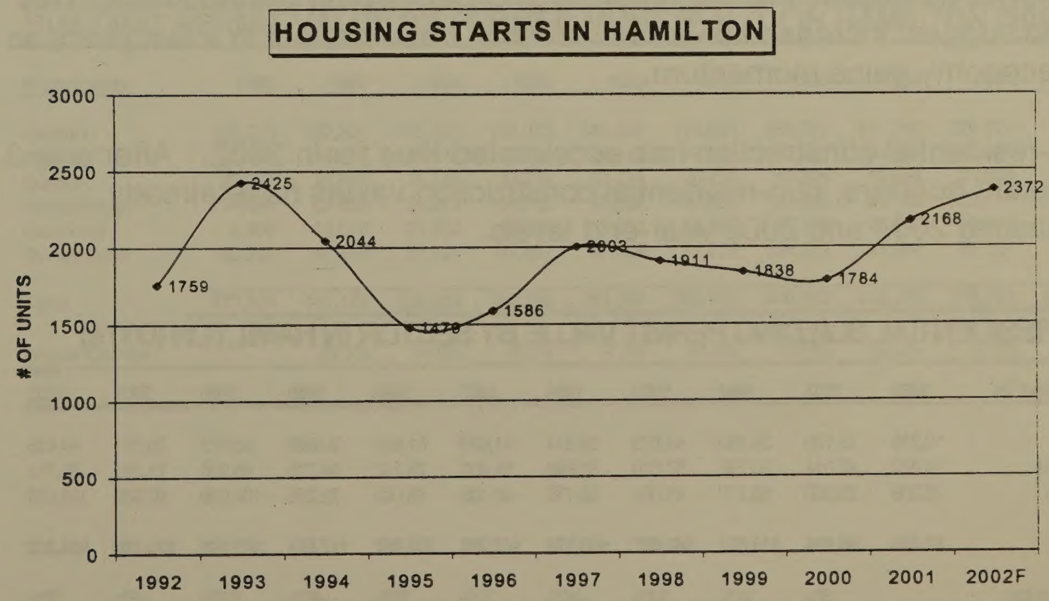


Source: Statistics Canada/ City of Hamilton Building Dept.

- Over the last few years, the largest percentage of housing starts have been from Hamilton, Stoney Creek, and Ancaster.

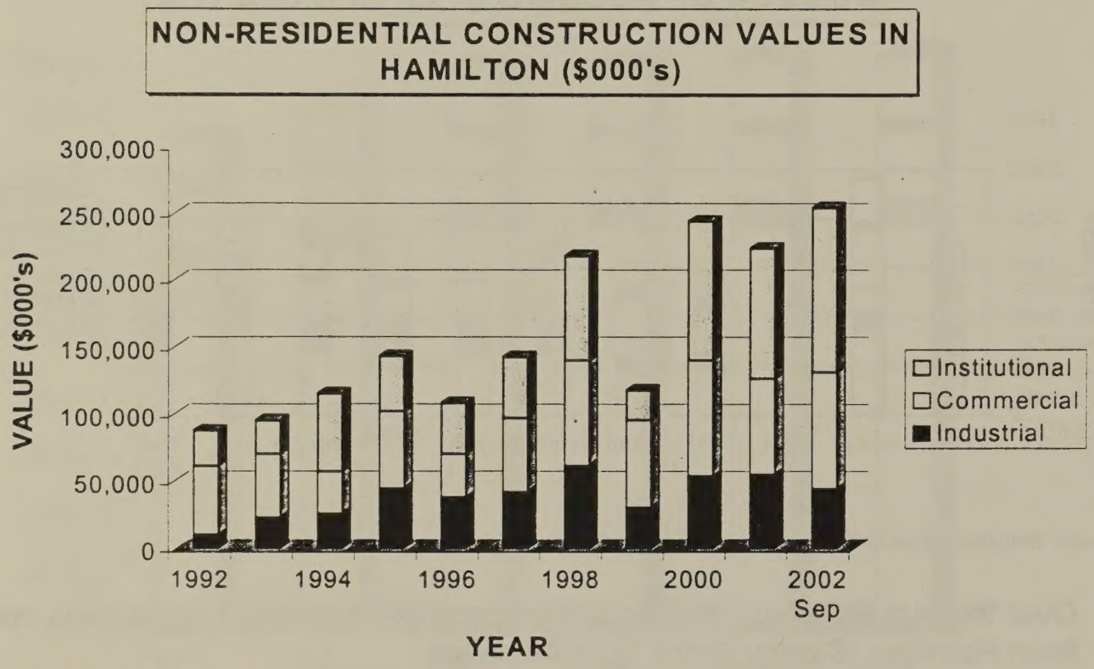
- As the chart below indicates, housing starts bounced back in 1997 after depressed levels in 1995 and 1996. Since then, starts slowly declined, but 2001 and 2002 numbers indicate a resurgence to record levels.

- Overall, 2002 housing starts are on pace to increase by 21% over 2001.



Source: Statistics Canada/ City of Hamilton Building Dept.

Non-Residential Development



Source: Statistics Canada/ City of Hamilton Building Dept.

- The above graph illustrates the trend of non-residential development activity by sector in Hamilton since 1992.
- Industrial development has tended to fluctuate more in response to general economic conditions than commercial and institutional development. This would suggest increased levels of industrial development in a few years as the economy gains momentum.
- Non-residential construction has accelerated thus far in 2002. After only 3 complete quarters, non-residential construction values have already surpassed 2001 and 2000 year-end levels.

NON-RESIDENTIAL BUILDING PERMIT VALUE BY SECTOR IN HAMILTON (000's)

Building Sectors	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Industrial	10,216	23,120	26,160	44,873	38,314	41,970	61,657	30,650	53,973	55,241	44,435
Commercial	50,872	47,014	30,799	57,010	31,690	54,891	78,187	64,756	85,936	71,141	86,741
Institutional	26,398	25,060	58,112	41,004	38,170	45,435	78,043	22,285	104,039	97,338	123,026
Total	**87,486**	**95,194**	**115,071**	**142,887**	**108,174**	**142,296**	**217,887**	**117,691**	**243,948**	**223,720**	**254,202**
Annual Change		9%	21%	24%	-24%	32%	53%	-46%	107%	-8%	38%

source: Statistics Canada; City of Hamilton, Building Dept.

Building Permit Value

- In 2001, a total value of $511.3 million in building permits was issued, representing a 7.5% increase over the 2000 level.
- The residential and industrial sectors increased in value while the commercial and institutional sectors decreased last year. The old municipality of Hamilton has historically been the largest contributor to the total development activity, being accountable for nearly 50% of the total value over the last ten years.
- To the end of September 2002, total construction values are nearly 40% higher than over the same period last year. That marks the highest level of growth following a year with positive growth in the last decade.
- In 2002, all four sectors – residential, industrial, commercial, and institutional - have either already surpassed or are on pace to surpass last year's values.

BUILDING PERMIT VALUE BY SECTOR IN HAMILTON ($000's)

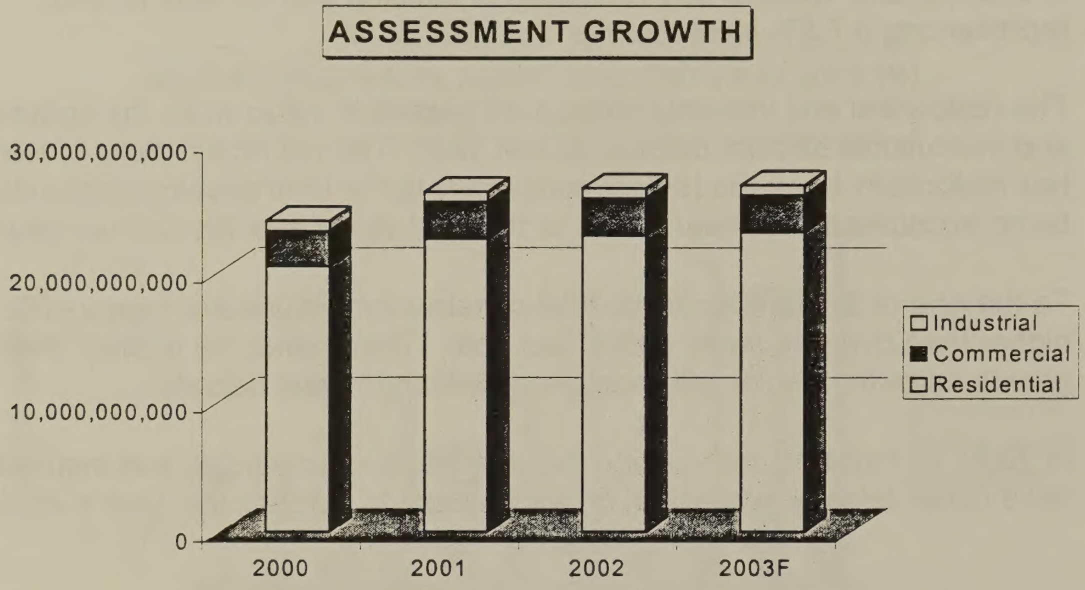
Building Sectors	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Residential	189,765	245,965	209,182	160,899	180,918	218,440	222,325	224,583	231,806	287,621	280,920
Industrial	10,216	23,120	26,160	44,873	38,314	41,970	61,657	30,650	53,973	55,241	44,435
Commercial	50,872	47,014	30,799	57,010	31,690	54,891	78,187	64,756	85,936	71,141	86,741
Institutional	26,398	25,060	58,112	41,004	38,170	45,435	78,043	22,285	104,039	97,338	123,026
Total	**277,251**	**341,159**	**324,253**	**303,786**	**289,092**	**360,736**	**440,212**	**342,274**	**475,754**	**511,341**	**535,122**
Annual Change		23.1%	-5.0%	-6.3%	-4.8%	24.8%	22.0%	-22.2%	39.0%	7.5%	38.1%

BUILDING PERMIT VALUE BY FORMER MUNICIPALITY IN HAMILTON ($000's)

Municipality	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Sep 2002
Hamilton	126,073	152,321	155,925	131,702	140,322	174,931	195,978	131,740	226,620	Breakdown not available by former municipality	
Ancaster	27,483	24,017	24,514	48,518	29,311	49,192	65,743	60,256	63,420		
Dundas	20,227	26,530	18,318	22,218	23,727	20,137	19,625	16,824	21,654		
Flamborough	31,481	67,825	51,973	39,715	45,352	51,869	36,363	39,140	52,177		
Glanbrook	9,766	13,018	21,802	14,181	12,681	22,882	18,161	26,351	22,359		
Stoney Creek	62,221	57,448	51,721	47,452	37,699	41,725	104,342	67,963	89,524		
Total	**277,251**	**341,159**	**324,253**	**303,786**	**289,092**	**360,736**	**440,212**	**342,274**	**475,754**	**511,341**	**535,122**
Annual Change		23.1%	-5.0%	-6.3%	-4.8%	24.8%	22.0%	-22.2%	39.0%	7.5%	38.1%

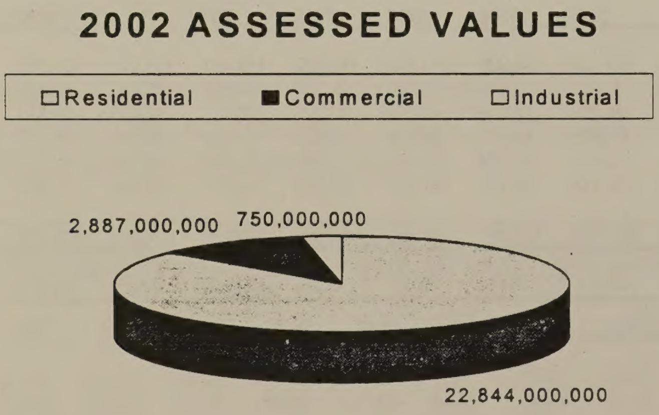
source: Statistics Canada; City of Hamilton, Building Dept.

Assessment Growth



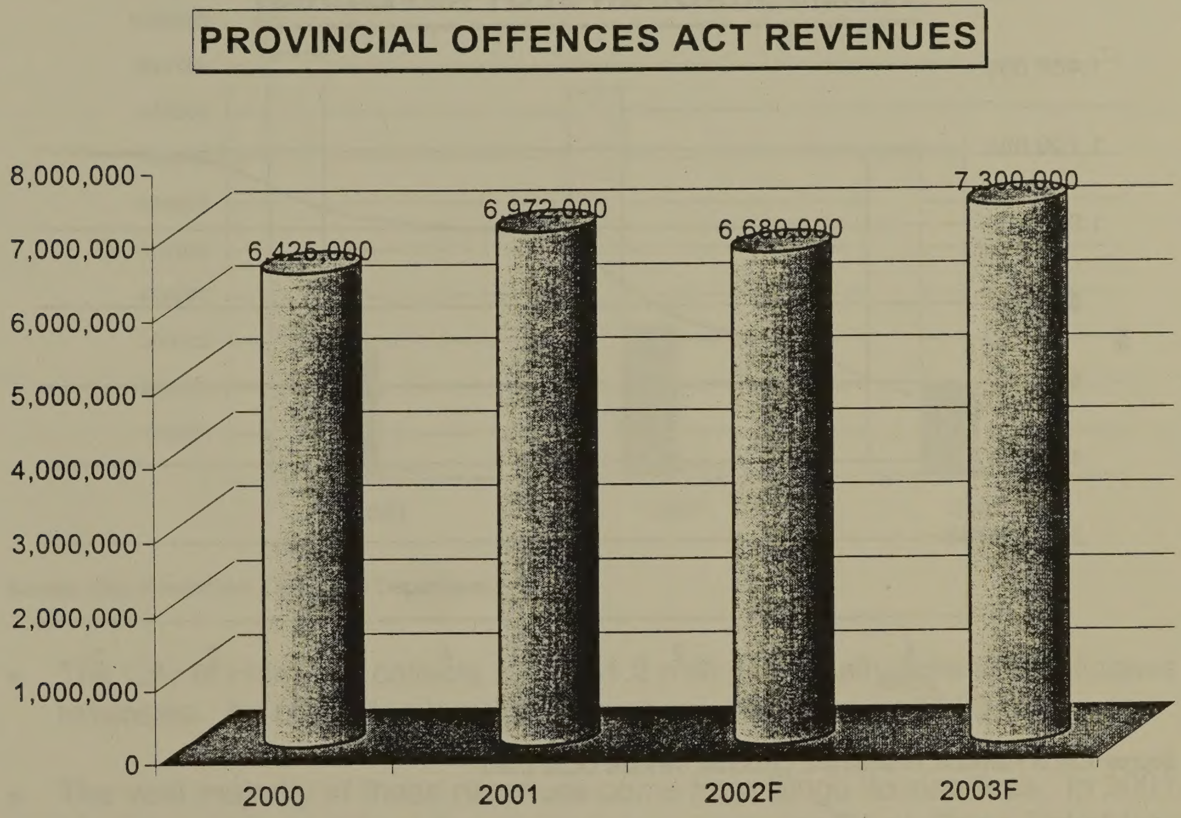
Source: City of Hamilton, Finance and Corporate Services

- 2002 Taxable Assessment totals $26.481 billion with the majority (86%) being residential development. Commercial and Industrial assessment account for $2.887 billion and $750 million respectively or 11% and 3%.
- 2003 Assessment growth is expected to be 1% with the majority of the increase realized through residential assessment growth.
- The 10% jump in growth from 2000 to 2001 is due to a re-assessment.



Source: City of Hamilton, Finance and Corporate Services

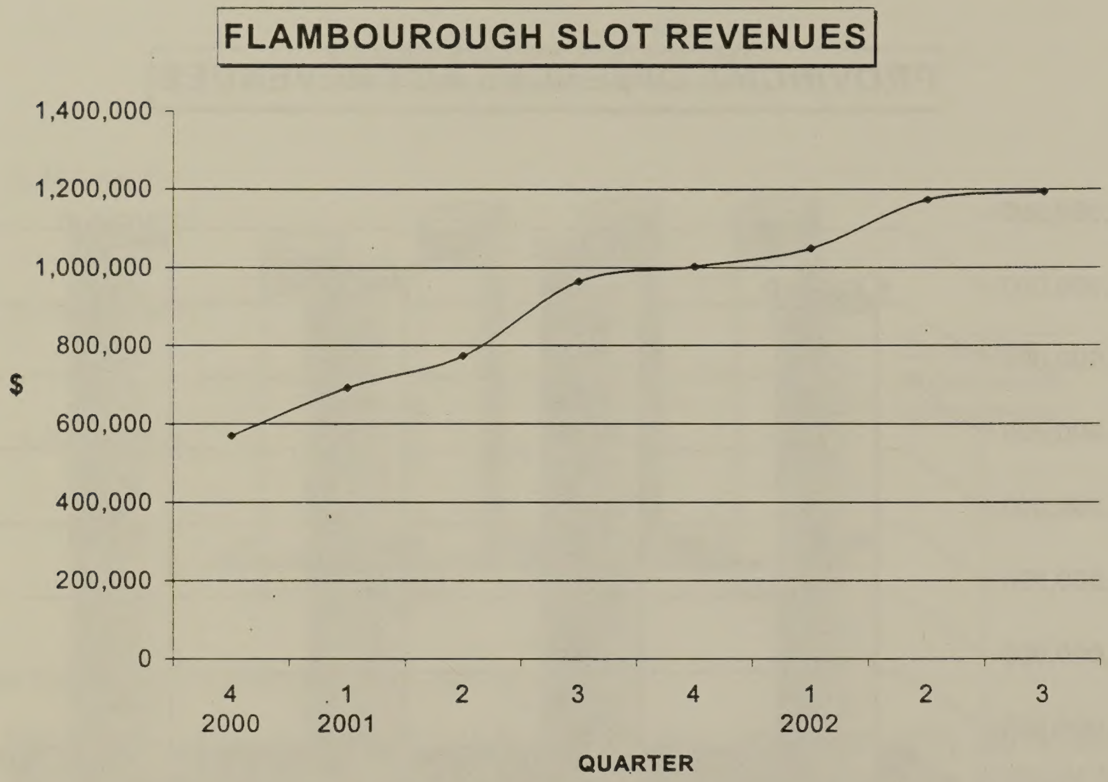
Provincial Offences Act Revenues



Source: City of Hamilton, City Clerks Department

- As of October 2002, the City has collected $4.65 million in Provincial Offences Act (POA) revenues.
- POA offences include Highway Traffic Act offences such as careless driving, speeding; Automobile Act offences such as having no insurance; and liquor offences.
- Based on revenues to date, 2002 year-end revenues are projected to be 4% lower than last year. Revenue projections for 2003 are $7.3 million.
- Please note - these figures do not include parking infractions or red light camera charges.

Lotteries and Gaming



Source: City of Hamilton, Finance and Corporate Services Department

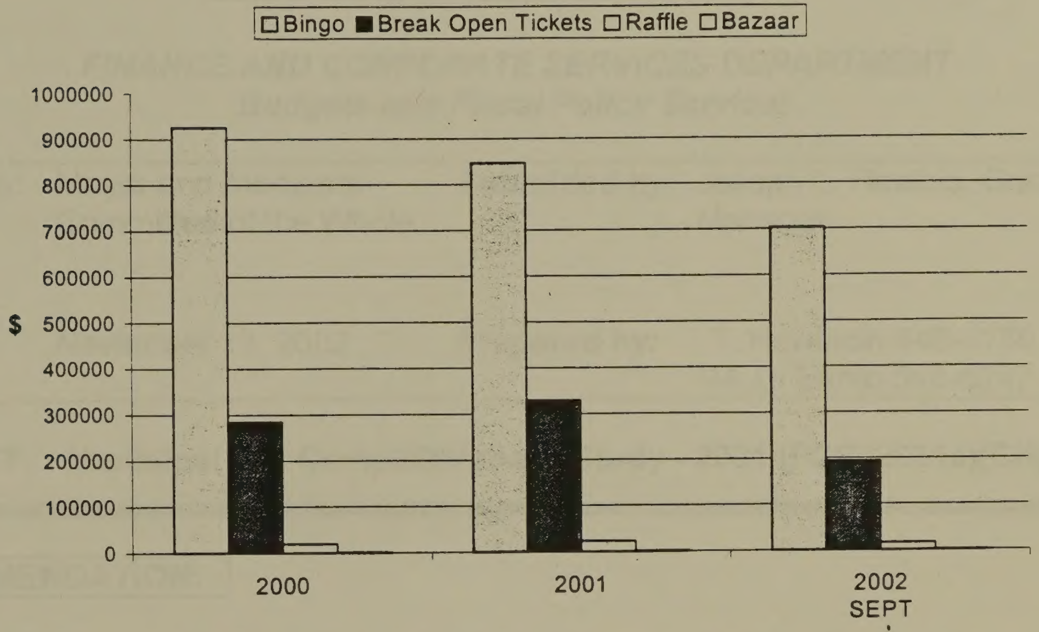
- Flamborough Slot Revenues have been increasing with each passing quarter since their inception in the fourth quarter of 2000.
- The biggest increases in revenues occur in the spring and summer months of the 2nd and 3rd quarters, most likely due to increased attendance as a result of holidays and good weather.
- If revenue growth continues at this pace, $1.4 million in slot revenues will be achieved by the 3rd quarter of 2003.

FLAMBOROUGH SLOT REVENUES % INCREASE BY QUARTER

2000	2001				2002			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
$569,500	$691,565	$773,525	$964,306	$1,002,519	$1,048,960	$1,173,638	$1,193,755	$1,241,028
	21.43%	11.85%	24.66%	3.96%	4.63%	11.89%	1.71%	3.96%

source: City of Hamilton, Finance and Corporate Services Dept.

LOTTERY LICENSING REVENUES



Source: City of Hamilton, City Clerks Department

- The City of Hamilton collects about $1.2 million annually from lottery license revenues. As of September 2002, revenues are just over $900,000.

- The vast majority of these revenues come from Bingo license fees. In 2001, bingo fees dropped from the previous year however Break Open Ticket fees increased resulting in the same amount of revenues as the year 2000.

- Raffle and Bazaar license fees account for a small portion of annual revenues, approximately $20,000 and $2000 per year respectively.

- Based on available data, 2002 totals are expected to be consistent with prior years at $1.2 million in total lottery license revenues. These revenues appear to stable and 2003 should be no different.

LOTTERY LICENSING FEES	2000	2001	SEPT 2002
Bingo	$926,214	$847,316	$703,737
Break Open Tickets	$284,694	$329,706	$193,619
Raffle	$20,064	$23,836	$16,646
Bazaar	$2,000	$1,666	$1,199
Total	**$1,232,972**	**$1,202,524**	**$915,201**

Source: City of Hamilton, City Clerks Department

CITY WIDE IMPLICATIONS

3.2

CITY OF HAMILTON

FINANCE AND CORPORATE SERVICES DEPARTMENT
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	November 13, 2002	**Prepared by:**	T. Hewitson 546-4159 M. Di Santo 540-6247

SUBJECT: Municipal Tax Competitiveness Study - 2001 (FCS02061a)(City Wide)

RECOMMENDATION:

That report FCS02061a "Municipal Tax Competitiveness Study – 2001" be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

This information report highlights some of the key findings of a study on Municipal Tax Competitiveness. The study indicates that Hamilton remains among the least competitive in terms of property tax rates. However, when results are compared to a prior study, a number of improvements are noted indicating that Hamilton is on the right track in closing the gap.

Comparing the results of the 2000 study to the lasted Municipal Tax Competitive study, the City of Hamilton improved in relative tax burden in 11 out of the 14 property classes reviewed. Overall the improvements were largely in the commercial and industrial property classes. The largest improvements were the shopping centres which reduced in tax burden by approximately 50%.

BACKGROUND:

On May 23, 2002, staff presented report FCS02061 "Municipal Tax Competitiveness Study – 2001" to Council for information. At that time, a motion was carried to refer the report to a future Committee of the Whole for deliberations. Since then, the study has been expanded to include three additional municipalities (Windsor, Oshawa and Kingston), as well as a revision was made to incorporate the recently released 2001 Census information. The complete updated study was provided to Council in September.

The firm of Bruzzese Minshull and Associates were commissioned to conduct a municipal tax competitiveness study. The study involved 44 Ontario municipalities representing roughly 48% of the province's population. The study analysed the total tax burden including tax ratios, tax rates, water and wastewater costs, and hydro utility costs. From a property tax perspective, the analysis focussed on four classes of property identified by study participants as major concerns – Residential, Multi-Residential, Commercial, and Industrial. In addition, the study reviewed development charges and building permit levels and considered the variety of economic development programs of participating municipalities. Similar reviews were undertaken on a smaller scale in 1998 and 2000. Where comparison is possible this report highlights key changes.

ANALYSIS OF ALTERNATIVES:

Goals of the Study

The results of this study will serve to further a number of important municipal objectives. The information can be used as a baseline for comparisons with similar municipalities and assist in identifying key areas of focus in developing tax policies. This study will be invaluable in the development of long-term strategies to achieve tax competitiveness. Improvement in Hamilton's competitiveness in business taxation has been identified as a key priority in Council's strategic planning.

Previous Study

In 1998, Colliers International completed a study involving 16 municipalities. The information was subsequently updated in 2000. The goal was similar to the current study in trying to assess the relative property tax burden of the municipalities that made up the former Hamilton-Wentworth Region. The results indicated that:

- Hamilton-Wentworth ranked in the top half of relative tax burden in 14 of 15 property types
- Hamilton-Wentworth was in the top quartile in 8 out of 15 types
- Lower assessments and higher tax rates result in an overall high relative tax burden

Current Study

General Statistics

The City of Hamilton is the third largest municipality participating in the current study. The 2001 Census population represents an increase in population of 4.8% over 1996 Census results. This growth rate is dwarfed by the explosive growth noted in several municipalities within the Halton, York and Peel Regions.

In contrast, the assessment per capita for Hamilton is at the low end of the participants at approximately $53,400. It is most comparable to Cambridge, London. Oshawa and Windsor. The composition of this assessment follows the trend of municipalities with older urban centres by having a higher than average proportion of multi-residential assessment. In addition, building permit values per capita between 1997 and 1999 were reviewed. Again Hamilton is among the lowest, with neighbouring Burlington exceeding Hamilton's 1999 figure per capita by more than 3.5 times. Municipalities with 50% or greater growth in building permit values included Milton (117%), Grimsby (64%) and Burlington (59%).

Given that Hamilton has a relatively low assessment base from which to draw on, one would expect to see a lower expenditure per capita to reflect the limited ability to pay. Hamilton's net levy per capita of $941 is actually well above the survey average of $839. It should be noted, however, that this analysis does not indicate value for money or the effectiveness in meeting community objectives, but rather is meant to provide insight into the net cost of providing municipal services within each municipality.

Hamilton's level of spending per capita is comparable to the assessment rich municipality of Oakville. However, Hamilton has the fourth lowest average income amongst the 44 municipalities in the survey, while Oakville has the fourth highest income.

The results of this general overview are not a surprise. Council has seen information several times in the past year highlighting the city's uncompetitive tax position, particularly in the Commercial, Industrial and Multi-Residential property classes and the lack of ability to pay. The remainder of this report will highlight areas where improvement has been made and identifies areas where improvement in an absolute sense has or has not resulted in an improvement to our relative position.

Tax Rates

Table 1 below summarizes the change in tax rates in the major property classes from 1998 to 2001. While on a comparative basis Hamilton may still be "high", the table indicates that major improvements have been made over the past three years. These tax rates, however, remain one of the highest across all participants in the multi-residential, commercial and large industrial property classes.

Despite the significant reductions in tax rates, particularly in the Commercial and Industrial property classes, the gap between Hamilton and Burlington tax rates continues to widen across these classes. Using solely tax rates to assess our relative standing can be misleading, as municipalities with higher assessment growth will naturally see their tax rates fall at a faster pace than municipalities such as Hamilton with low assessment growth. On a positive note, the gap between Hamilton's Industrial tax rate and that of the next highest rate has closed significantly since 1998.

Table 1 – Comparison of Tax Rates

Property Class	Commercial	Multi-Residential	Industrial	Large Industrial
1998	7.11%	5.09%	11.18%	12.98%
2001	6.27%	4.50%	8.80%	10.51%
% Change	**-13.40%**	**-13.11%**	**-27.05%**	**-23.50%**

Like-Property Comparisons

The study examined approximately 2,100 properties in order to conduct "like-property" comparisons on 14 different property types. Comparing Hamilton's standing relative to similar comparisons completed in 2000 (based on 2000 tax rates) staff were able to note trends in the various property types where they correspond between the two studies.

Residential Property Class

Detached Bungalow

- Average 2001 property taxes paid on a detached bungalow was $2,345
- Hamilton 2001 Detached bungalow property taxes were $2,665 or 13.6% above average
- In 2000 Hamilton was 15.9% above the 2001 survey average

Condominium

- Average 2001 property taxes paid on a condominium were $1,613
- Hamilton 2001 property taxes paid on a condominium was $1,622 or 0.6% above average
- In 2000 Hamilton was 13.9% above the 2001 survey average. This change may be largely the result of lower assessment values.

Senior Executive Home

- Average 2001 property taxes for a senior executive home were $4,136
- Hamilton 2001 property taxes for a Senior Executive home were $4,198 or 1.5% above the average
- In 2000 Hamilton Senior Executives home taxes were 2.0% above the 2001 survey average

Summary

The combination of these results places Hamilton in the "mid-high" range for residential tax burden. This range is comparable to Burlington, however Burlington has a higher assessment per capita from which to sustain a higher tax burden. It also indicates that Hamilton's residential property taxes have improved in competitiveness over the past year, albeit marginally, relative to the survey average.

Multi-Residential Property Class

Mid/High-Rise Apartment

- Average 2001 property taxes per unit on a mid/high rise apartment were $1,233
- Hamilton 2001 property taxes per unit on a mid/high rise apartment were $1,446 or 17.3% above average
- In 2000 Hamilton was 17.2% above the 2001 survey average for a mid/high rise apartment

Summary

In both property types examined in this class the City of Hamilton remains high in terms of relative tax burden. The City has created a New multi-residential property class that will provide a more favourable tax rate to any new multi-residential construction. This will serve to improve the City's competitive position in this property class over time.

Commercial Property Class

Office Building

- Average 2001 property taxes per square foot for an Office Building was $2.75. The education portion represented 55.3% of the total on average
- Hamilton 2001 property taxes per square foot for an Office Building were $2.88 or 4.7% above average. Hamilton education portion represents 46.9% of the total
- In 2000 Hamilton was 16.7% above the 2001 survey average

Commercial Hotel

- Average 2001 property taxes per suite for a Commercial Hotel property were $2,354. The education tax portion represented 51.6% of the total
- Hamilton 2001 property taxes per suite for a Commercial Hotel property were $2,417 or 2.7% above average. The education tax portion represented 41.2% of the total.
- In 2000 Hamilton was 13.7% above the 2001 survey average

Commercial Motel

- Average 2001 property taxes per suite for a commercial motel were $1,384 with education tax representing 51.1% of the total
- Hamilton 2001 property taxes per suite on a commercial motel were $2,163 or 56.3% above the average. The education portion represented 46.6% of the total.
- In 2000 Hamilton was 131.7% above the 2001 survey average

Community Shopping Centre

- Average 2001 property taxes for a community shopping centre were $3.61 per square foot. Education tax represented 54% of the total.
- Hamilton 2001 property taxes for a community shopping centre were $6.17 per square foot or 70.9% above the average. Education taxes represented 46.8% of the total.
- In 2000 Hamilton was 217.2% above the 2001 survey average

Neighbourhood Shopping Centre

- Average 2001 property taxes for a neighbourhood shopping property were $3.25 per square foot with education representing 54.8% of the total
- Hamilton 2001 property taxes for a neighbourhood shopping centre were $5.25 per square foot or 61.5% above the average. Education taxes represented 46.9% of the total.
- In 2000 Hamilton was 232.3% above the 2001 survey average

Summary

In summary, Hamilton remains above average in all commercial property types surveyed and in some cases property taxes are the highest of the survey participants. However, overall the City's tax reduction efforts are showing initial success as the property taxes paid per unit moves closer to the average in all commercial property types.

Industrial Property Class

Vacant Industrial

- Average 2001 property tax per acre on Vacant industrial land was $3,356 with education tax representing 56.5% of the total
- Hamilton 2001 property tax per acre of vacant industrial land was $3,452 or 2.9% above average. Education tax represented 40.3% of the total
- In 2000 Hamilton was 34.3% above the 2001 survey average

Large Industrial

- Average 2001 property tax on a large industrial property was $1.38 per square foot with education tax representing 55.1% of the total
- Hamilton 2001 property tax for a large industrial property was $1.56 per square foot or 13.0% above average. Education tax represented 40.4% of the total
- In 2000 Hamilton was 30.4% above the 2001 survey average

Standard Industrial

- Average 2001 property tax for a standard industrial property was $1.80 per square foot with education tax representing 54.4% of the total.
- Hamilton 2001 property tax for a standard industrial property was $2.47 per square foot or 37.2% above average. Education tax represented 43.7% of the total.
- In 2000 Hamilton was 47.2% above the 2001 survey average

Industrial Mall

- Average property taxes on an industrial mall property were $1.53 per square foot with education tax representing 56.2% of the total
- Hamilton 2001 property tax on an industrial mall property was $1.93 per square foot or 26.1% above average. Education tax represented 47.2% of the total
- In 2000 Hamilton was 4.6% below the 2001 survey average

Summary

Industrial properties in Hamilton ranked "mid" to "high" among the survey participants, however, the Large, Standard and Vacant Industrial properties have all shown significant improvement over 2000 levels. While these improvements have yet to result in a change in Hamilton's relative ranking, it is important to note that City is closing the competitive gap by moving closer to the survey average.

Appendix A to report FCS02061a provides some selected tables to highlight the areas of improvement.

Water and Sewer Costs

The Municipal Competitiveness study also compared water and sewer costs across each municipality. The study considered these costs across several different property types. There were wide variances in water and sewer costs, which the study attributes to several factors;

- Minimum service charges
- Meter size differential charges
- Rate structure

Hamilton's water and sewer rates on a per unit basis are below or approximately at the study average in all property types except for the hotel property. The survey average of water and sewer costs as a percentage of residential property taxes was 22%, compared to 16% in the City of Hamilton. A similar result was noted for multi-residential properties. Commercial properties surveyed in Hamilton fared equally well.

Hydro Costs

The study also compared hydro costs across municipalities and their impact on the overall tax burden. As with water and sewer costs, Hamilton compares favourably to the average when compared on a per unit basis. Also, in terms of contribution to the overall tax burden, Hamilton's hydro rates contribute a below average percentage to the total burden.

Total Tax Burden

When each of the above factors (property taxes, water/sewer costs and hydro costs) are combined, staff is able to see where Hamilton stands in each property class.

Residential property

- Average is 60% Property Tax, 12% Water/Sewer and 28% Hydro
- Hamilton is 64% Property Tax, 10% Water/Sewer and 26% Hydro
- The total tax burden in Hamilton for 2001 on a residential property was $4,183 or 6% above the survey average of $3,946
- Neighbouring communities of Burlington, Brantford and Cambridge all have below average burdens

Commercial Property

- Average for Hotel is 72% Property Tax, 10% Water/Sewer and 18% Hydro
- Hamilton Hotel result is 72% Property Tax, 10% Water/Sewer and 18% Hydro
- The total tax burden for a hotel property in Hamilton was $3,368 per unit or 4.3% above the survey average of $3,228
- In 2000 Hamilton Hotel property was 29.3% above the average.
- Average split for neighbourhood shopping is 90% Property Tax, 7% Water/Sewer and 3% Hydro
- Hamilton split for neighbourhood shopping is 94% Property Tax, 4% Water/Sewer and 2% Hydro
- Hamilton's total tax burden for a neighbourhood shopping property was $5.57 per square foot or 55.6% above the survey average of $3.58
- In 2000 Hamilton neighbourhood shopping property was 69.1% above average

Industrial Property

- Average split for industrial standard property is 32% Property Tax and 68% Hydro
- Hamilton split for industrial standard property is 41% Property Tax and 59% Hydro
- Hamilton's total tax burden for a standard industrial property is $5.97 per square foot or 7.2% above the survey average of $5.57
- In 2000 Hamilton industrial property taxes were 35.2% above the average

In the commercial and industrial property classes the total tax burden has improved over 2000 results. This is a direct result of the city's focus on reducing business property taxes. Unfortunately, this focus, in conjunction with restrictive provincial tax policies, has resulted in a decline in our competitive position with respect to residential properties. In summary, the City's property tax policies are having the desired impact, however there is still room for improvement.

Ability to Pay

The study compares the total tax burden of a municipality with the average household incomes in an effort to gauge ability to pay. Hamilton's average household income is $46,400. This ranks fourth lowest among the 44 municipalities, higher only to Port Colborne, Fort Erie and equal to Orillia. When contrasted with the higher than average total tax burden, the City Hamilton has one of the lowest ability to pay.

Development Charges

The study provided a comparison of development charges to determine the added burden for new construction. Hamilton's results are very favourable. Residential development charges for a single detached home are in the lower third of the survey participants and almost 42% below the survey average. A similar result is noted for multiple unit residences. The City's commercial non-residential development charge is in the middle range of surveyed municipalities and above the survey average. However, this result needs to be considered in light of the various exemptions that exist to promote development in targeted areas.

Programs that Promote Economic Development

The study completed a review of programs currently in place to promote economic development. This included municipal land assembly, business incubators, business retention and expansion programs, downtown/area specific programs, heritage programs, brownfield development and development charge exemptions. The City of Hamilton was noted as having numerous proactive programs to encourage economic development, particularly targeted to the downtown core.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The results of the study can be used to direct current and future tax policies which will impact the City financially in terms of revenue streams and their sources.

POLICIES AFFECTING PROPOSAL:

Current and future tax policies will be shaped by this study.

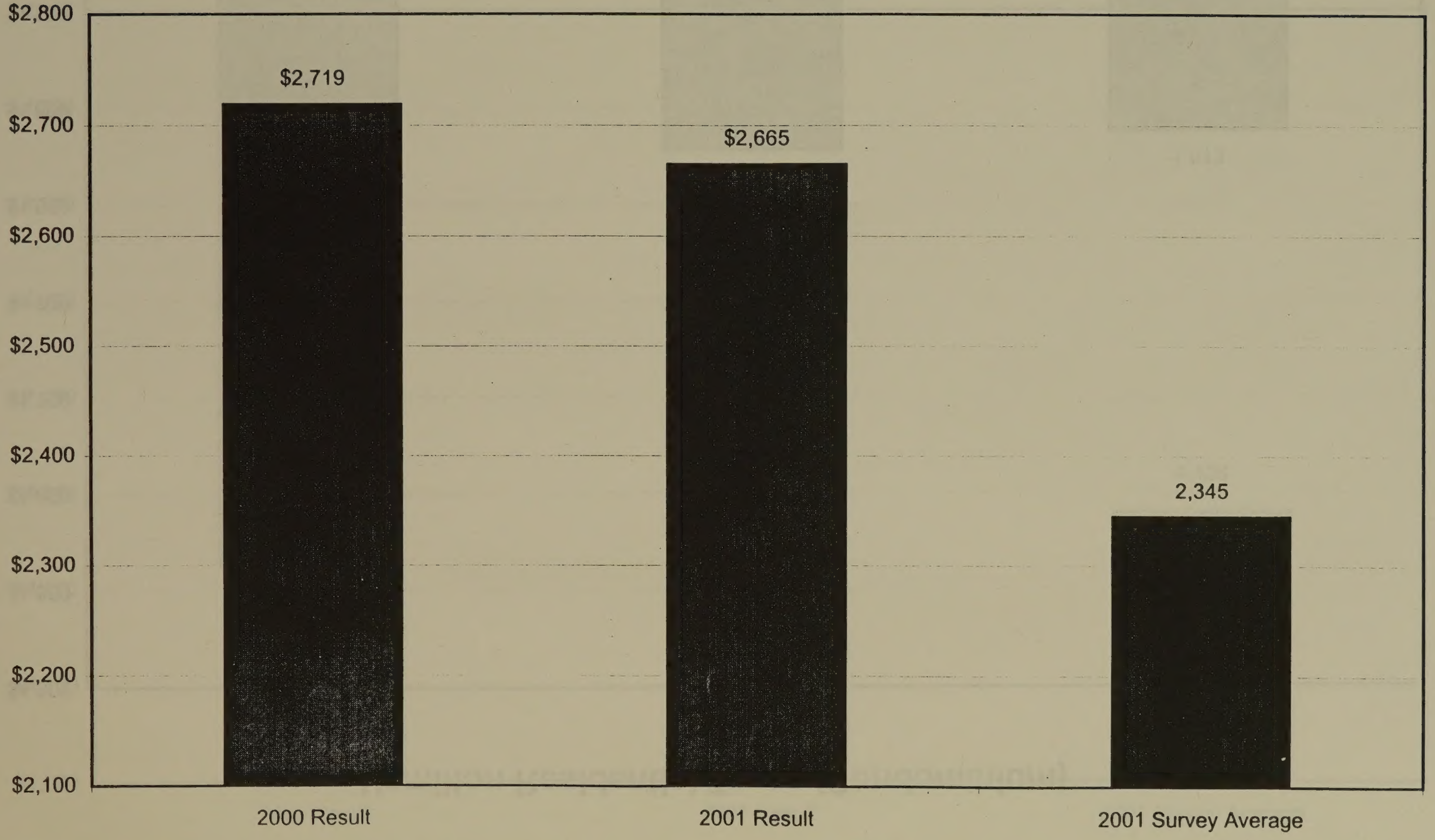
CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

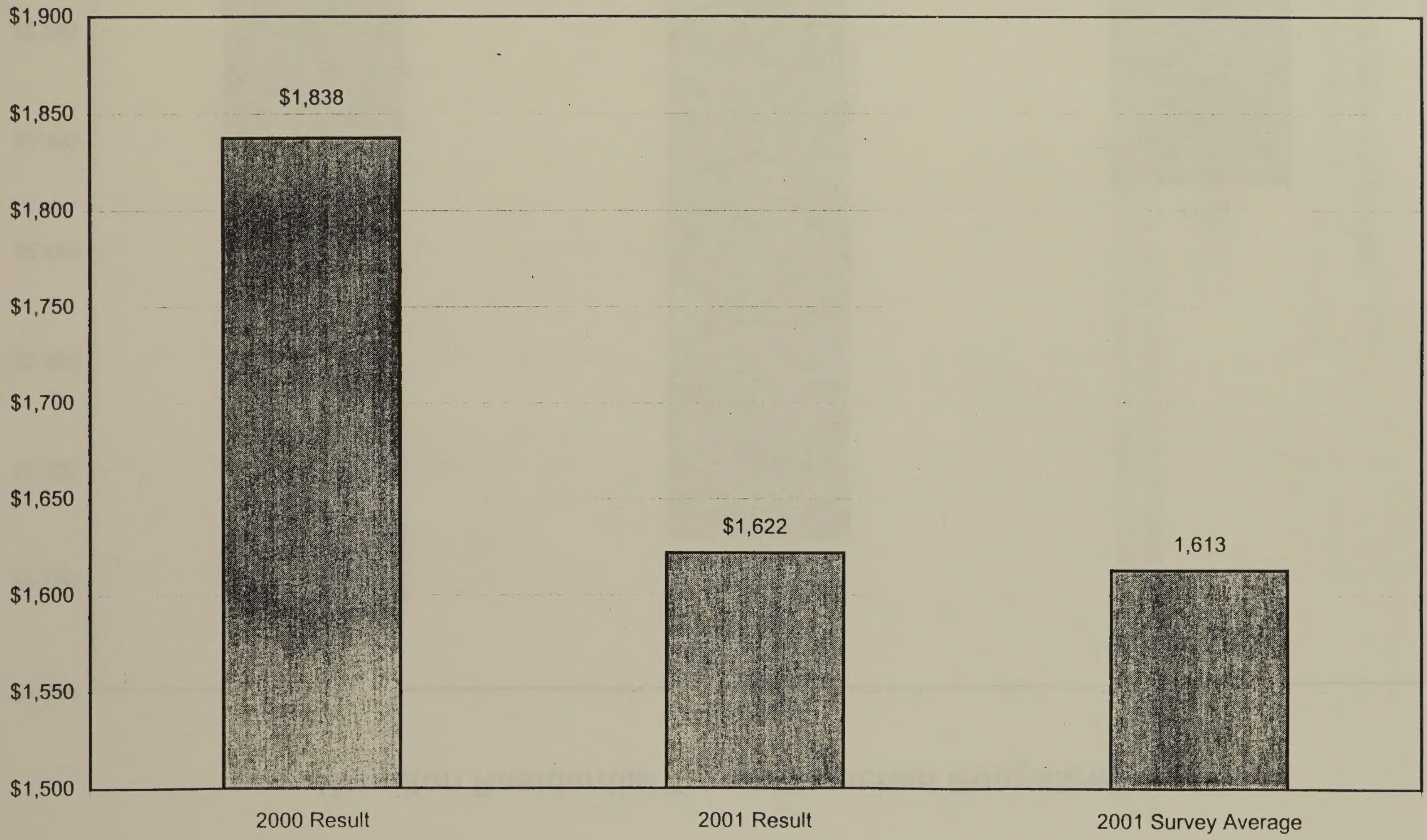
CITY STRATEGIC COMMITMENT:

Council has made business tax competitiveness a key strategic priority. The results of this study give an early indication that progress in achieving this strategic commitment has begun.

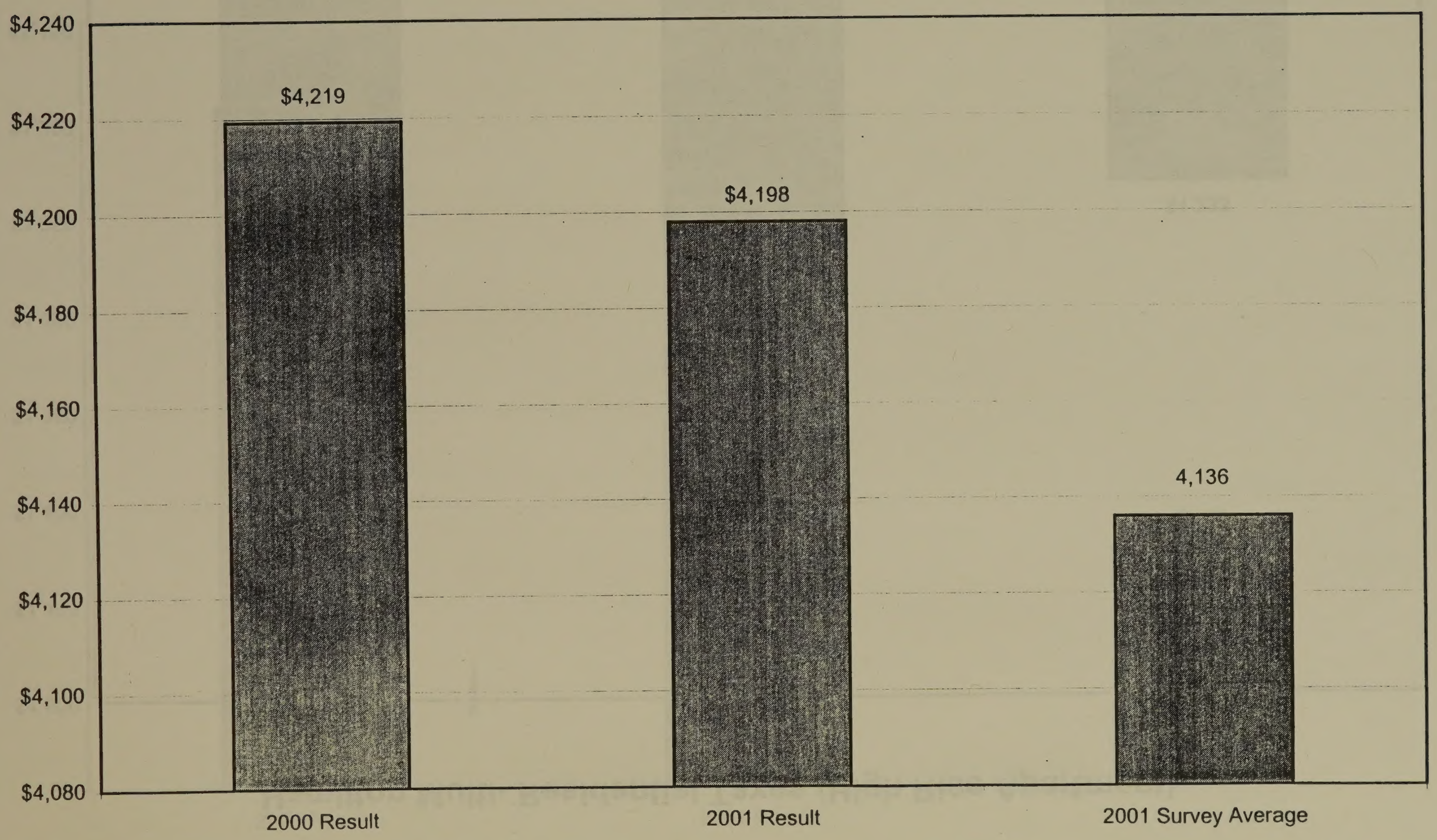
Hamilton Residential Taxes (Detached Bungalow)



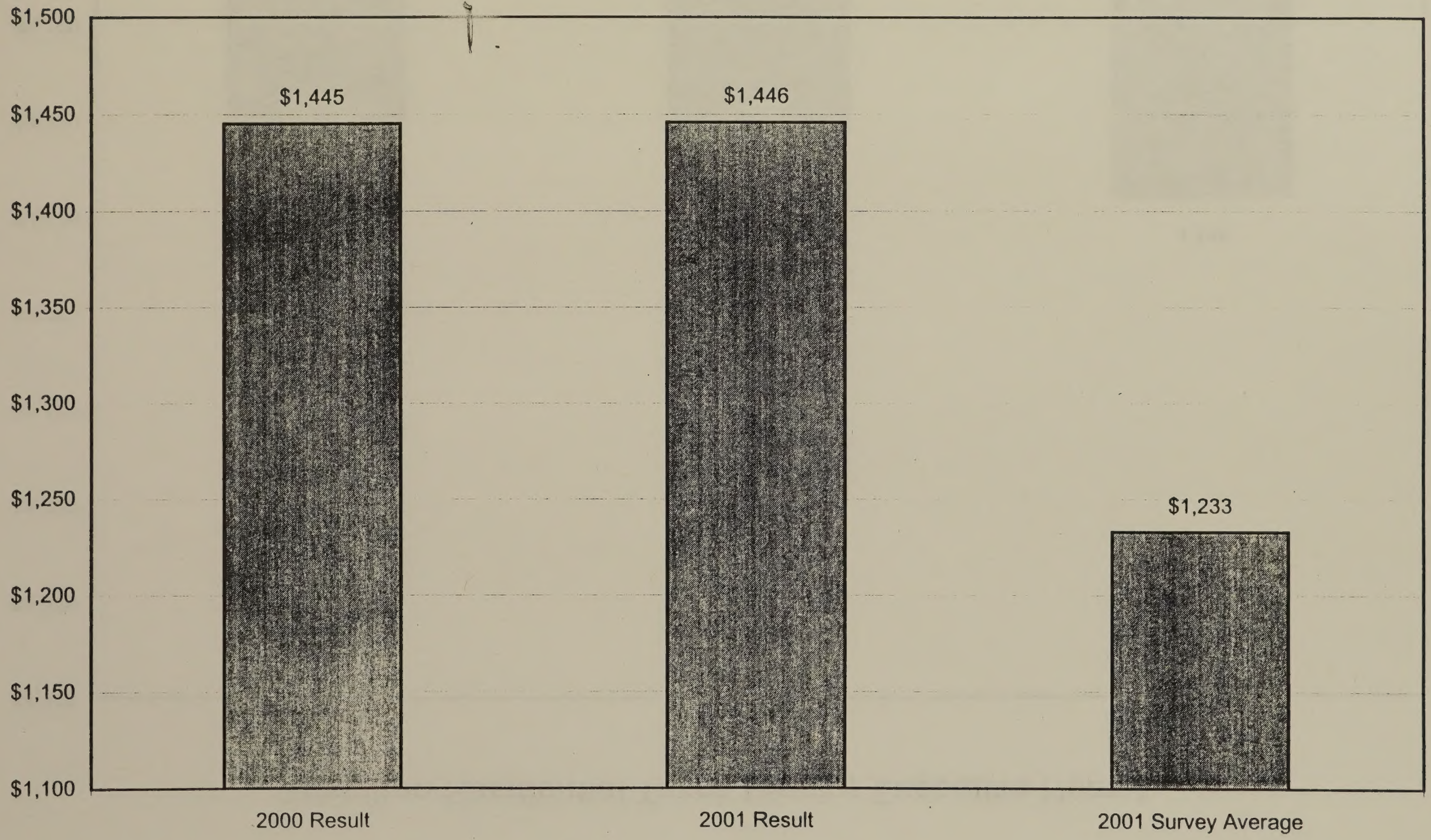
Hamilton Residential Taxes (Condominium)



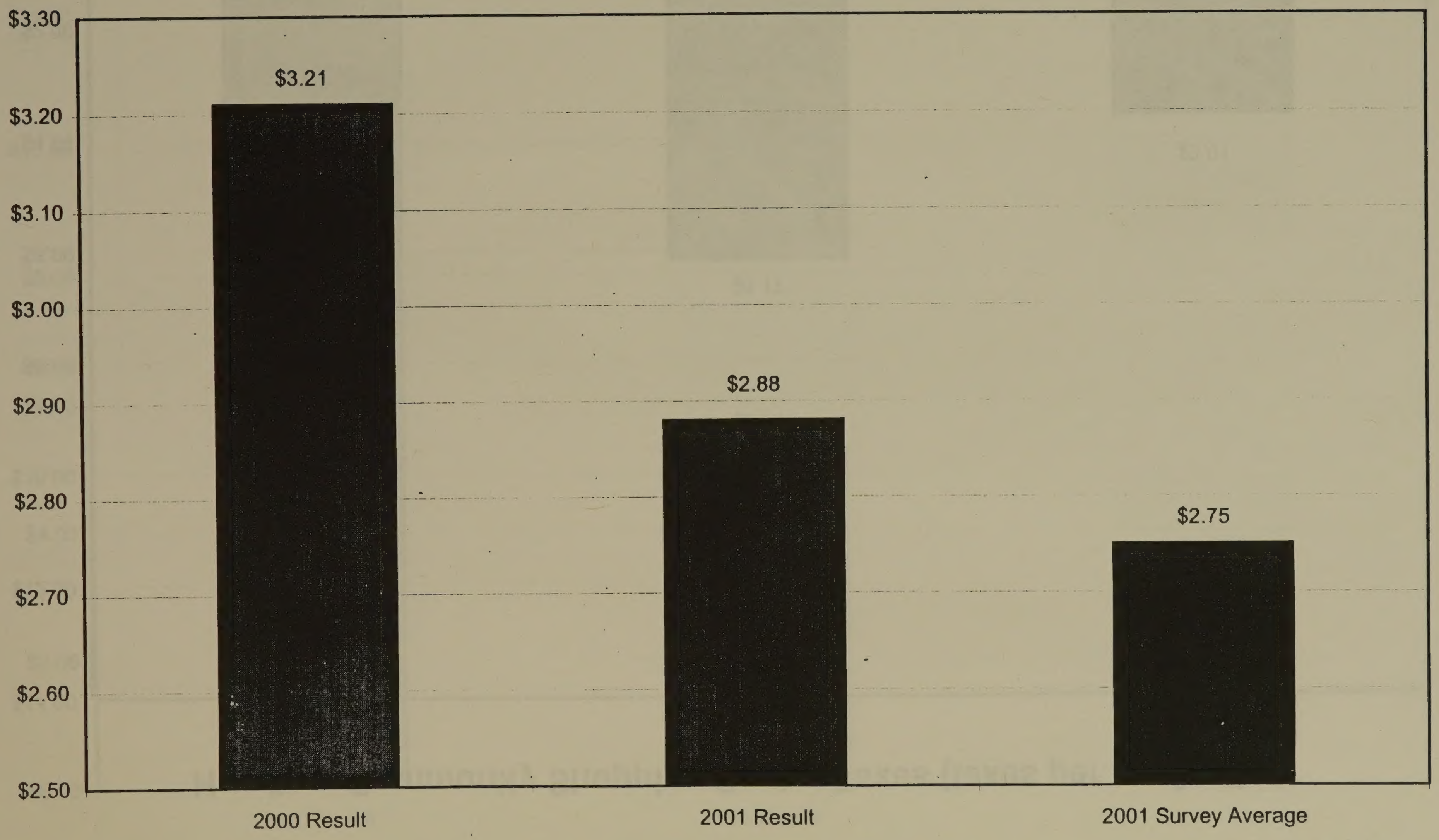
Hamilton Residential Taxes (Senior Executive Home)



Hamilton Multi- Residential Taxes (High Rise Apartment)

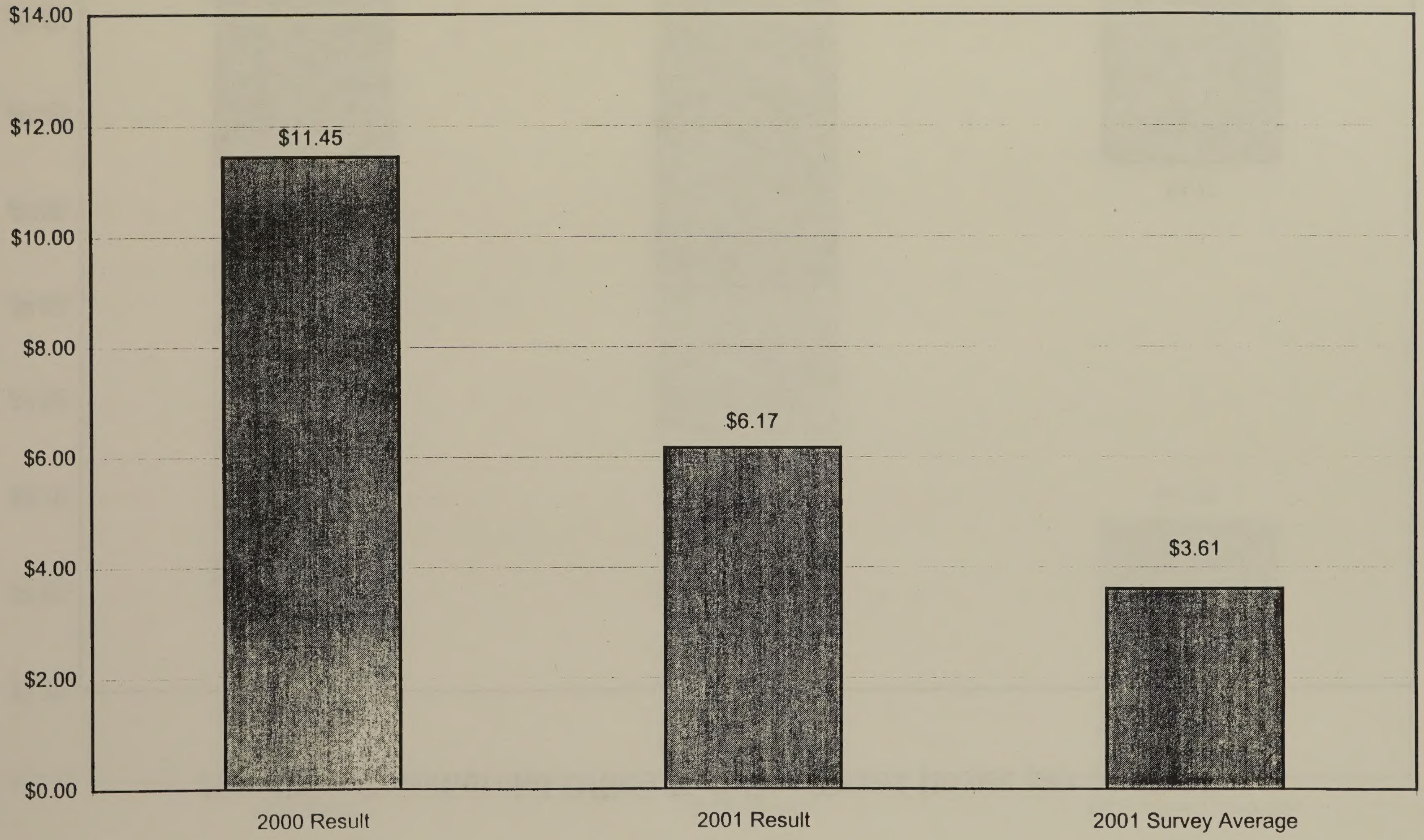


Hamilton Commercial Office Building Taxes (taxes per sq. foot)

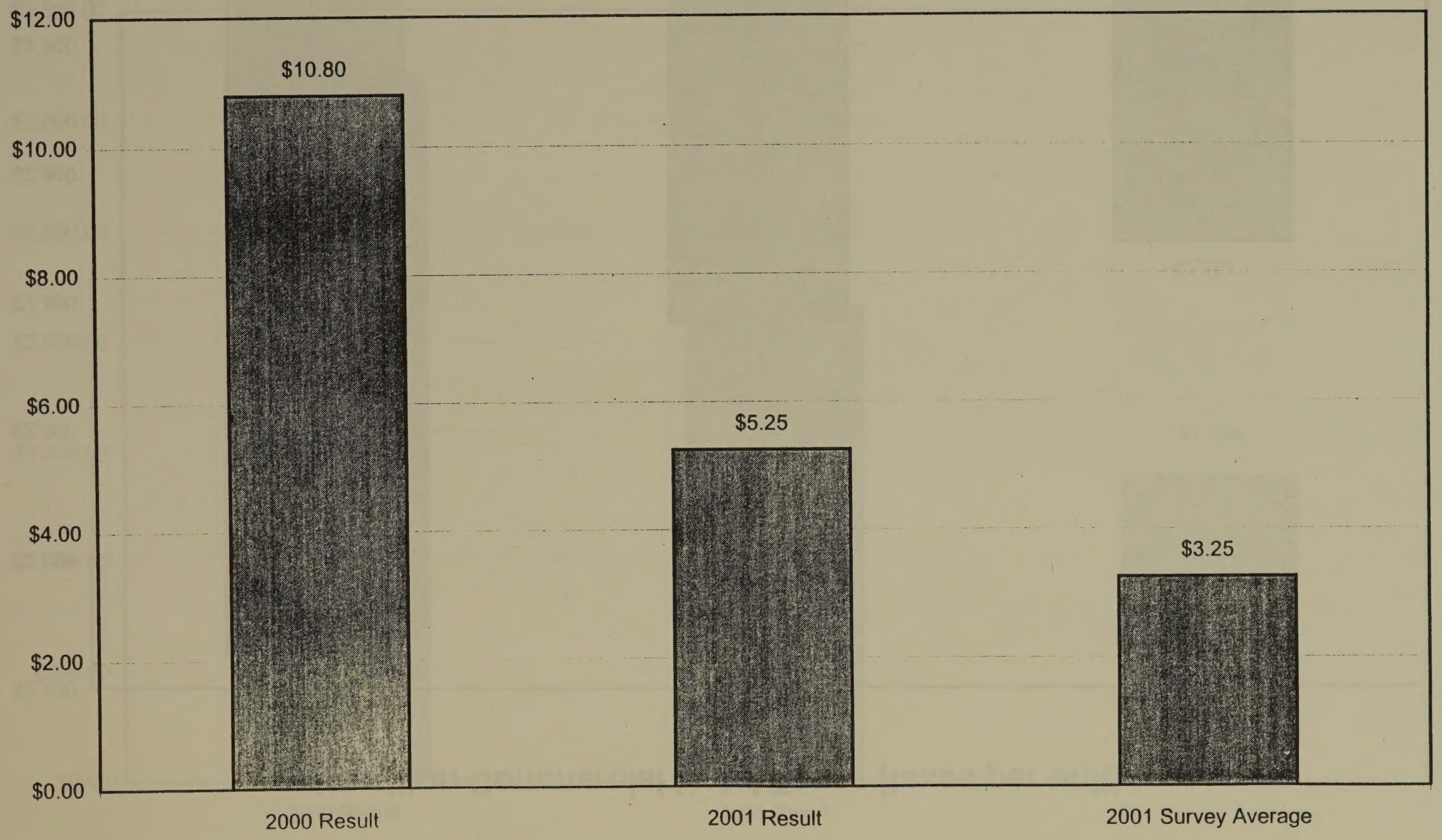


Appendix "A" to FCS02061a

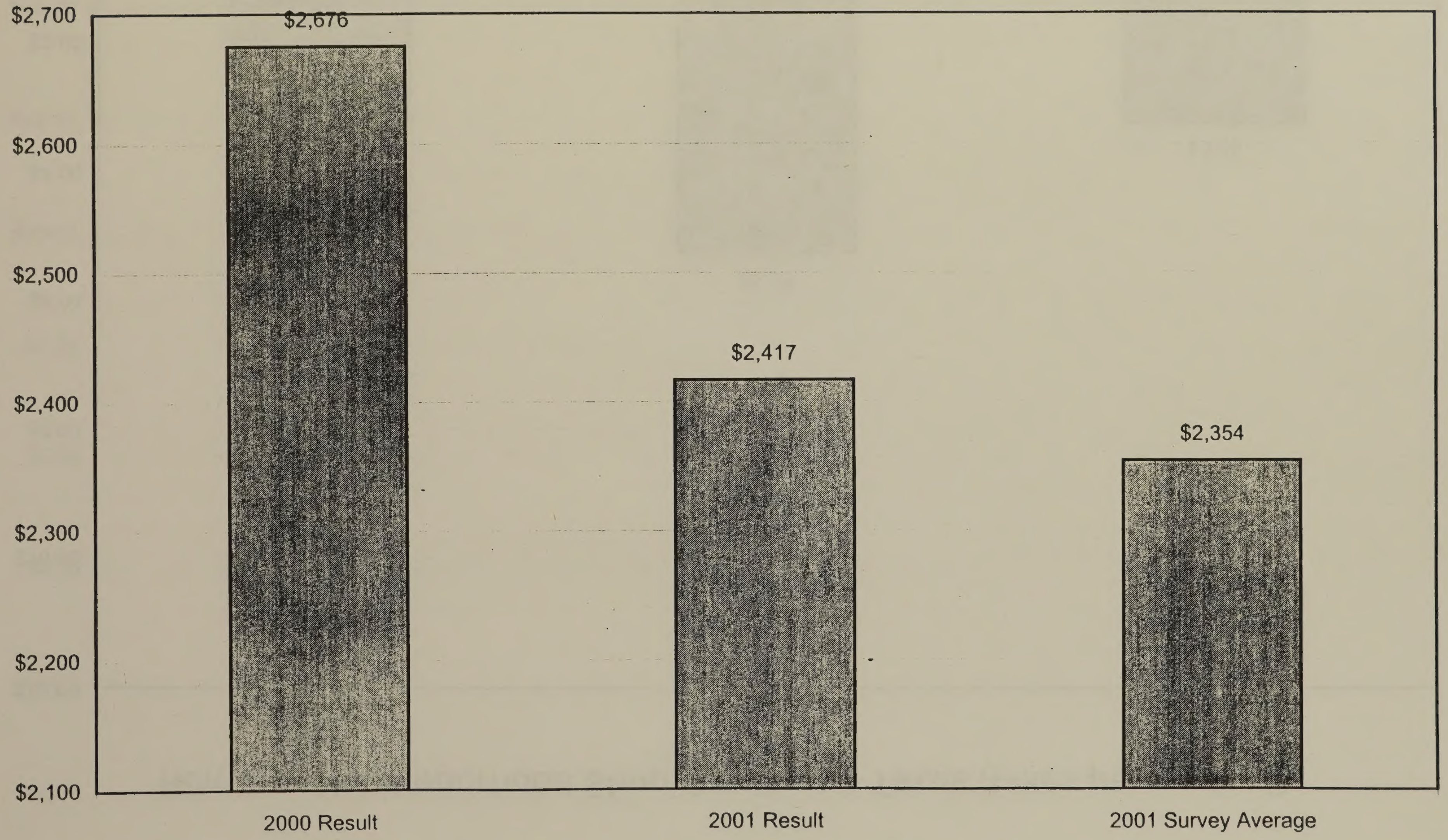
Hamilton Community Shopping Centre Taxes (taxes per sq. foot)



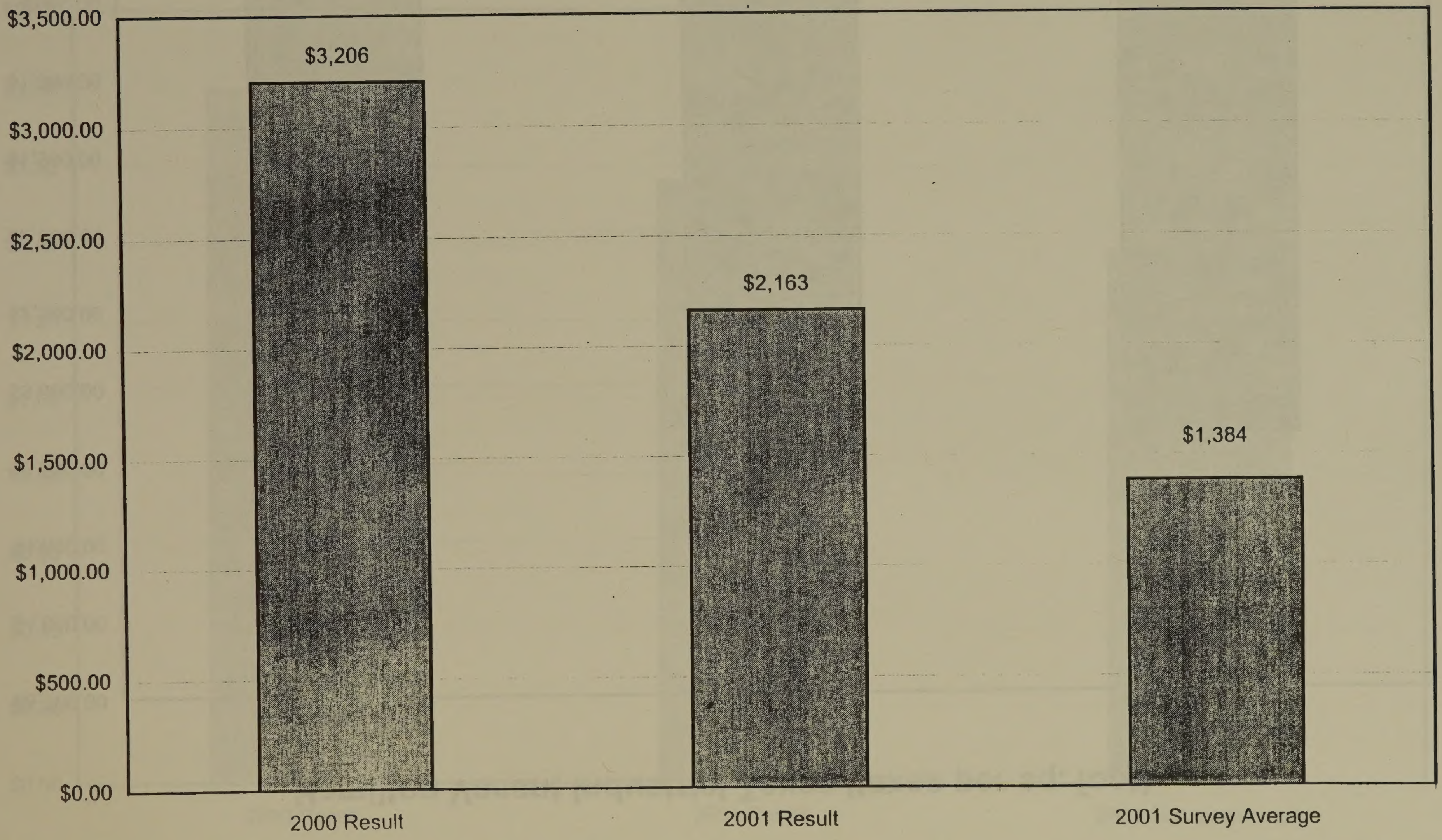
Hamilton Neighbourhood Shopping Centre Taxes (taxes per sq. foot)



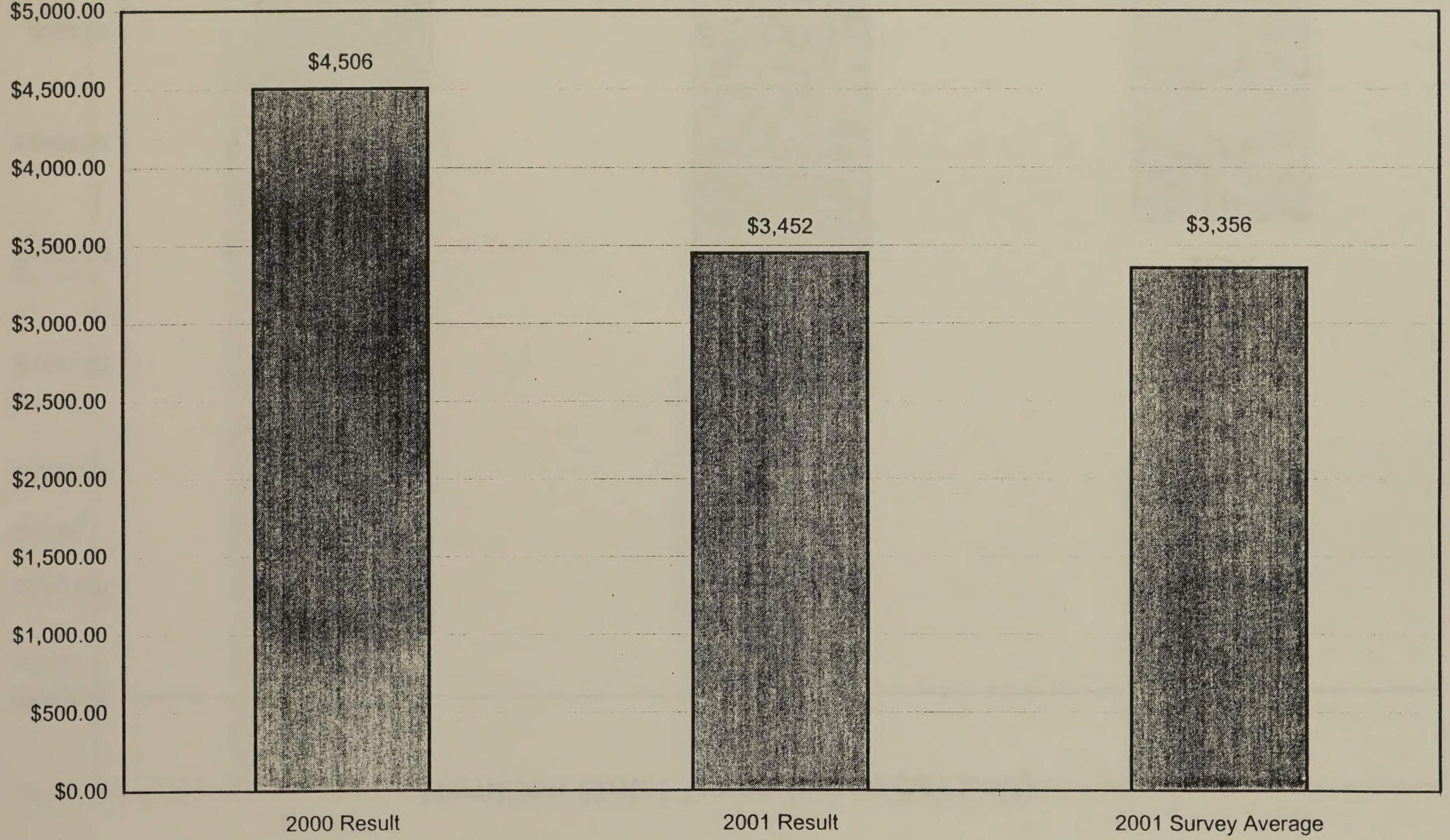
Hamilton Commercial Hotel Taxes (taxes per unit)



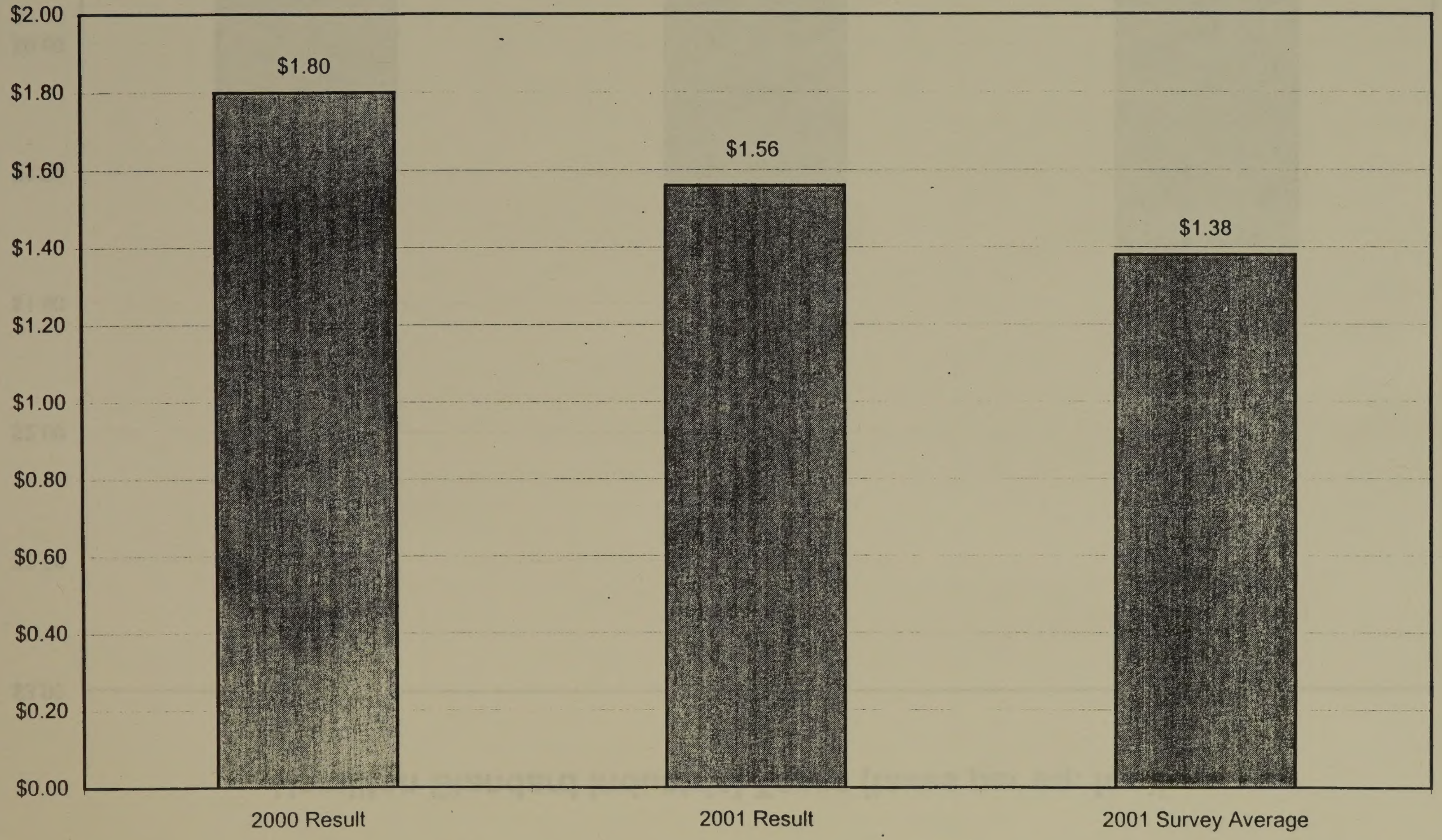
Hamilton Motel Taxes (taxes per unit)



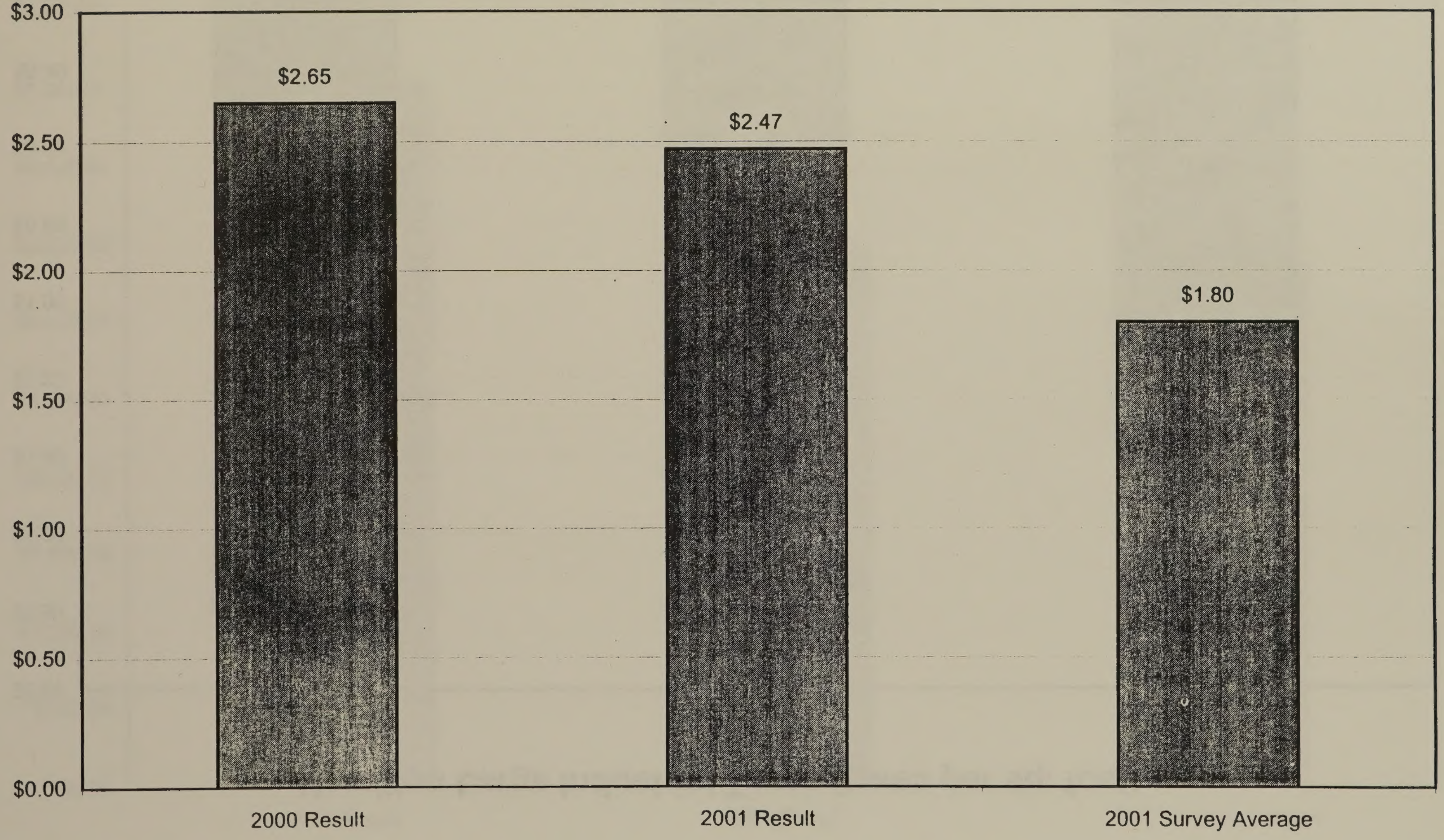
Hamilton Vacant Industrial Taxes (taxes per sq. foot)



Hamilton Large Industrial Taxes (taxes per sq. foot)

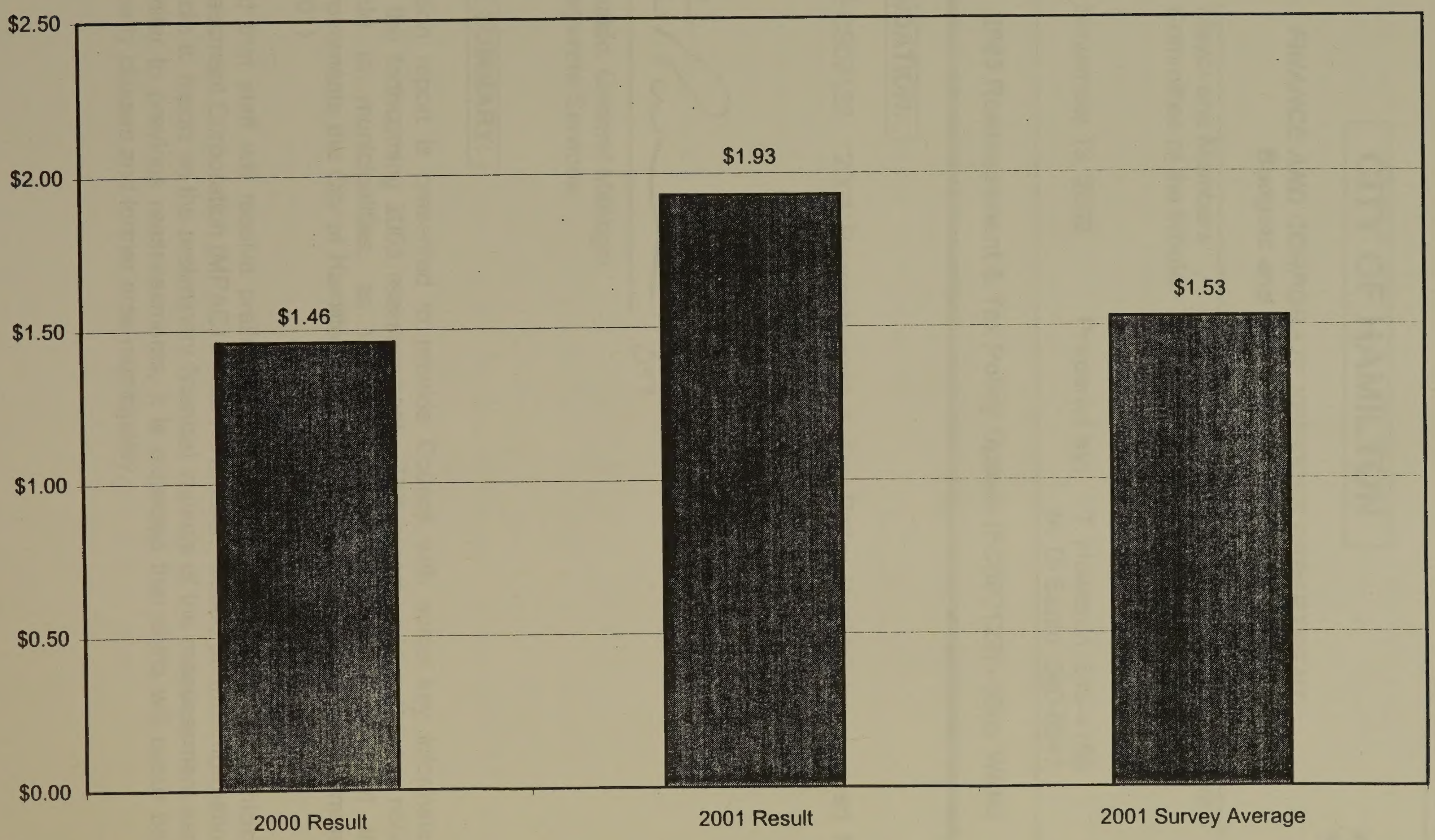


Hamilton Standard Industrial Taxes (taxes per sq. foot)



Appendix "A" to FCS02061a

Hamilton Industrial Mall Taxes (taxes per sq. foot)



CITY WIDE IMPLICATIONS

3.3

CITY OF HAMILTON

FINANCE AND CORPORATE SERVICES DEPARTMENT
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	November 13, 2002	**Prepared by:**	T. Hewitson 546-4159 M. Di Santo 540-6247

SUBJECT: 2003 Reassessment & Tax Policy Update (FCS02123) - (City Wide)

RECOMMENDATION:

That report FCS02123 "2003 Reassessment & Tax Policy Update" be received for information.

for

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

This information report is presented to provide Council with some key information pertaining to the forthcoming 2003 reassessment. This report reviews the tax policy tools available to municipalities, as well as provides a brief history of the changes/improvements the City of Hamilton has made over the last two reassessments (1998 and 2001).

It is expected that staff will receive preliminary assessment data from the Municipal Property Assessment Corporation (MPAC) in late November. Based on this information, staff will be able to report on the preliminary financial impacts of the reassessment early in 2003. Similar to previous reassessments, it is expected that shifts will occur both between property classes and former area municipality.

Being a reassessment year, the Province will be prescribing new education tax rates (both residential and non-residential), as well as revising the tax ratio threshold limits. It is expected that the timetable for this and other regulations is to be March 2003. Shortly after receiving these regulations, staff will provide final recommended tax policies and reassessment impacts.

BACKGROUND:

Similar to 1998 and 2001, 2003 is a reassessment year. Moving forward there will be a reassessment every year, with properties valued on a three year rolling average by 2006. For the 2003 taxation year, assessments will be updated to reflect June 30, 2001 property values. The Municipal Property Assessment Corporation (MPAC) is expected to release preliminary data sometime in November, to coincide with the mailing out of the property assessment notices. Shortly after this information is released, staff will be in a better position to present general trends on assessment shifts between property classes and former area municipality.

2001 Reassessment Impacts

The following table highlights the changes in current value assessment resulting from the previous reassessment in 2001.

NEW CITY OF HAMILTON
2001 CVA REASSESSMENT:
COMPARISON OF CHANGES IN CURRENT VALUES

	Residential	Multi-Residential	Total Commercial	Total Industrial	Farmland
Stoney Creek	6.8%	7.7%	11.0%	10.4%	23.2%
Glanbrook	7.8%	4.2%	3.1%	16.0%	22.8%
Ancaster	9.1%	11.7%	9.5%	4.4%	26.9%
Hamilton	6.9%	6.4%	2.2%	-6.2%	-9.1%
Dundas	8.6%	5.6%	7.7%	9.4%	29.1%
Flamborough	12.1%	8.1%	3.5%	-2.9%	23.2%
Total	**7.8%**	**6.5%**	**3.9%**	**-3.1%**	**23.6%**

An increase in current value assessment does not necessarily mean an increase in taxes. In general, if an individual's property value increases higher than average, then that property will experience a reassessment tax increase. The reverse would occur if a property had a lower than average value increase. In total, property tax revenues before and after a reassessment remain the same. This is highlighted in the following table.

2001 CVA Reassessment Impacts
Changes in Total Taxes

	Residential	Multi-Residential	Total Commercial	Total Industrial	Farmland	Total
Stoney Creek	-0.1%	-0.9%	3.7%	11.6%	14.7%	**2.5%**
Glanbrook	0.9%	-4.0%	1.5%	11.4%	15.4%	**1.5%**
Ancaster	1.7%	4.1%	-2.2%	7.6%	19.6%	**0.8%**
Hamilton	1.2%	0.2%	-1.8%	-6.5%	-14.7%	**-0.9%**
Dundas	2.0%	-3.1%	3.6%	11.7%	21.1%	**2.0%**
Flamborough	4.5%	-0.9%	-0.4%	-5.1%	15.0%	**2.9%**
Total	**1.4%**	**0.0%**	**-1.0%**	**-3.6%**	**15.7%**	**0.0%**

As shown above, reassessment does not result in a change in total taxes levied. However, the impact of the 2001 reassessment did result in a shift in taxes from the former City of Hamilton to the other municipalities, as well as a shift from the commercial and industrial property classes to the residential and farm property classes.

Assessment Growth

The following table highlights the growth experienced in the City of Hamilton over the last five years. On average, total growth is approximately 1% per year. The largest growth has been in the Commercial sector, averaging approximately 2% per year. Conversely, the Multi-Residential property class has reduced every year.

	1998-1999	**1999-2000**	**2000-2001**	**2001-2002**	**2002-2003***
Residential	1.3%	1.8%	1.5%	1.3%	1.0%
Multi-Residential	-0.1%	-1.2%	-1.7%	-1.4%	-0.2%
Commercial	2.6%	1.5%	2.3%	1.7%	2.6%
Industrial	-2.3%	2.1%	0.6%	-1.3%	-0.2%
Total	**1.0%**	**1.4%**	**1.2%**	**0.8%**	**1.0%**

* preliminary

ANALYSIS OF ALTERNATIVES:

Tax Policy Tools

The following section provides a brief description of the various tax tools available to municipalities. These policies will be reviewed once the assessment information is provided by MPAC. Staff will present the financial analysis and bring forward recommendations for Council's consideration in 2003.

Capping

The former Region of Hamilton-Wentworth was required to institute capping in 1998 to 2000 under the 10,5,5 Provincial Legislation (Bill 79). In 2001, the Province mandated a 5% limit on reform-related tax increases for the Multi-Residential, Commercial and Industrial property classes (Bill 140). This limit remains in place until a property reaches current value assessment. The new 5% cap established in 2001 gives municipalities greater flexibility in funding the program, in that the caps on properties increasing do not need to be funded from properties decreasing in the class. Municipalities may fund the cap through the claw-back of decreases from the applicable classes, through tax increases spread out to all property classes, through other funding sources or a combination thereof.

The following table identifies the capping and clawback requirements from 1998 to 2002. As shown in the table, additional funding was required to reduce the amount "clawed back". As stated in report FCS02080 entitled "Commercial/Industrial/Multi-Residential Capping", projections indicate that clawbacks will likely not be required in 2003 and that annual funding requirements can be reduced. This is dependent on the results of 2003 assessment changes.

	1998	**1999**	**2000**	**2001**	**2002**
	$ Millions				
Capping	$31.6	$28.1	$23.7	$20.2	$10.8
Clawback	$24.6	$23.1	$17.8	$14.3	$0.9
Funding from General Levy	$4.0	$4.0	$4.0	$4.0	$4.0
Provincial Contribution	$3.0	$1.0			
One-time CRF bonus grant			$1.9	$1.9	$1.9
Community Trust Panel					$4.0

The City's entire tax capping and clawback system will have to be reviewed based on the impacts of the 2003 reassessment.

Phase-ins

This tool allows municipalities to phase-in tax changes in an effort to provide property owners with time to adjust to their new tax burden. This program can be funded from within the class or through budgetary provisions, and, starting in 2001, can include total tax changes, not simply reform-related changes. Municipalities have the option of phasing in tax changes over a period of up to eight years.

The former Region of Hamilton-Wentworth established a three-year phase-in program in the Residential property class in 1998. In 2001, the City of Hamilton established a five-year phase-in program for the Residential class, which results in residential properties paying full CVA in 2005. The following table shows the annual resulting tax impacts by area municipality after the 2001 phase-in program.

PROJECTED ANNUAL TAX IMPACT ON RESIDENTIAL & FARM PROPERTY CLASSE
AFTER PHASE-IN PROGRAM

	Ancaster	Dundas	Flam.	Glanbrk	Stny Crk	Hamilton	Total
2001	1.9%	0.1%	2.4%	1.6%	0.1%	0.1%	0.5%
2002	1.9%	0.1%	2.4%	1.5%	0.1%	0.1%	0.5%
				.. *to be reviewed..*			
2003	1.5%	0.0%	1.9%	1.2%	0.0%	-0.1%	0.3%
2004	1.1%	-0.2%	1.4%	0.9%	-0.1%	-0.2%	0.1%
2005	0.9%	-0.2%	1.2%	0.6%	-0.1%	-0.2%	0.1%

Staff will review the existing program and bring forward recommendations in the new year in light of potential reassessment impacts. Depending on the impacts of the new reassessment, staff will look at the following options:

- Maintain the current program and not phase-in 2003 impacts
- Rescind the current program and establish a new program for 2003
- Maintain the current program and establish a second program for 2003

Tax Ratios

Tax ratios define the tax rate of each property class in relation to the tax rate for the residential/farm property class. The Province prescribed tax ratios in 1998. These ratios where frozen from 1998-2000.

In 2001, the Province instituted restrictions on municipal levy increases for municipalities with tax ratios above the Provincial average threshold ratios. These threshold ratios were prescribed for the Multi-Residential (2.74), Commercial (1.98) and Industrial (2.63) property classes. As the City of Hamilton was above these ratios for all three property classes, Council approved the lowering of the multi-residential, commercial and industrial tax ratios. The ratios were further reduced in 2002. These reductions were a result of the BTR plan and were required in order to comply with the restrictions resulting from levy increases (since above the threshold ratios).

The following table illustrates how the City of Hamilton has lowered its tax ratios in an effort to move towards the Provincially legislated "Ranges of Fairness" and threshold ratios.

Property Class	1998-2000	2001	2002	Ranges of Fairness	Threshold Ratios
Multi-Residential	3.0614	2.9990	2.8326	1.0 – 1.1	2.74
Commercial				0.6 – 1.1	1.98
Residual	2.5756	2.4256	2.2420		
Office Building	2.5756	2.4256	2.2420		
Shopping Centre	2.4636	2.4256	2.2420		
Parking Lot/Vacant Land	2.5756	2.4256	2.2420		
Industrial				0.6 – 1.1	2.63
Residual	3.9654	3.8354	3.5621		
Large	4.7170	4.5624	4.1770		

Comparing the existing tax ratios with those in place in 1998, the City of Hamilton has reduced the multi-residential tax ratio by 7.5%, the commercial tax ratio by 13%, residual industrial tax ratio by 10.2% and large industrial tax ratio by 11.4%. Having done so however, the City of Hamilton is still above both the ranges of fairness and the threshold ratios. As long as the City remains above these threshold ratios, any municipal tax levy increase will be borne by the residential property class. New threshold ratios are expected to be released in 2003.

During the strategic planning exercise in 2002, Council identified business tax competitiveness as a high priority and committed to reducing tax ratios to the provincial threshold over the next three years. This would require approximately an $8 million annual cut in business taxes over the next three years (assuming no municipal levy increase) funded by a 2% increase in residential taxes over the same time period. Due to significant ongoing budget pressures, this plan is contingent on annual review during budget deliberations. For 2002, only $3.1 million from assessment growth was utilized towards this plan.

Commencing in 2003, the Province is intending to allow municipalities to set the farmland tax ratio less than the current province-wide amount of 25% of the residential tax ratio.

Optional Property Classes

The Province has established five optional classes – New Multi-Residential, Office Building, Shopping Centre, Parking Lot & Vacant Land and Large Industrial. There are pros and cons associated with establishing optional property classes. Establishing optional classes provides additional flexibility to tax properties within these classes at a different rate compared to the residual class. Having said this however, setting up additional classes moves a municipality further away from full tax equity across all classes, creating a greater number of diverse tax rates. The optional property classes are arbitrary and difficult to support/justify from a fairness or municipal cost perspective. It should also be noted that establishing optional classes does not reduce taxes collected in the broader class, it simply shifts taxes from one type of commercial/industrial class to another.

In 1998, the former Region of Hamilton-Wentworth Council approved the establishment of the Shopping Centre, Parking Lot & Vacant Land and the Large Industrial optional classes. These were approved prior to the Province mandating the capping scheme, which essentially nullified much of the impact associated with establishing optional classes. These optional classes remained until the next reassessment in 2001, at which time staff reviewed their validity.

The Shopping Centre class established in 1998 was created to lower the tax impact on malls, which were experiencing large tax increases. This was done by setting the tax ratio for the Shopping Centre class below that of the residual commercial class. For 2001, Council approved the removal of the Shopping Centre class, which increased the tax burden on malls. This was recommended in order to help equalize the relative tax burdens between the downtowns and suburban areas (where many of the shopping centres are located). As a result, downtown shopping establishments (including malls) pay taxes on a similar basis as suburban malls.

The Parking Lot & Vacant Land class was maintained as a policy tool to discourage demolitions ~~and~~ promote development/redevelopment activity, while the Large Industrial class was maintained to avoid large tax increases on the residual industrial class. When originally adopted in 1998, the Large Industrial class was meant to be a temporary measure, therefore, staff have continued to investigate ways to phase-out this optional class. This is currently being achieved through tax ratio reductions (discussed in the previous section).

The New Multi-Residential optional class was also established in 2001 after the Province increased the term of preferential tax treatment from 8 years to 35 years. The lower rate of taxation associated with this class was done to encourage the development of additional new multi-residential properties. The optional classes remained unchanged for 2002.

The deadline for establishing optional property classes is October 31 of the year preceding the tax year. This deadline will be extended for 2003 due to the reassessment. Staff will analyze the impacts of removing/establishing optional classes once assessment data is released by MPAC.

Graduated Tax Rates

Graduated tax rates (also known as banding) allow municipalities to establish up to three different tax rates within the commercial and industrial property classes and tier the taxes paid based on municipally defined thresholds. This tool provides municipalities with the ability to protect lower valued commercial and industrial properties by applying a lower tax rate for the first band of assessment on every property within the class. This program is self-funded within the class, and as such, by providing a lower tax rate below a threshold, increases the tax rate above the threshold. The former Region of Hamilton-Wentworth established graduated tax rates in both the residual commercial and industrial property classes in 1998-2000. This policy, similar to optional property classes, was established prior to the Province mandating the capping of business taxes.

During the 2001 reassessment, Council approved the removal of graduated tax rates. Due to the mandated 5% cap on the commercial and industrial property classes, this tool became redundant. The added administration and complexity of graduated tax rates were also contributing factors to this tool being discontinued. Another factor which made graduated tax rates redundant was the City's aggressive tax cutting measures achieved through the BTR Plan.

Municipal Tax Reductions

This tool replaces the former rebate tool under section 442.2 of the Municipal Act. Municipalities can reduce the taxes of Multi-Residential, Commercial and Industrial properties by processing a reduction on the tax bill rather than issuing a rebate. If established, this tool is fully funded by the municipality, as the cost is not shared by the school boards. Since 2001, the City has chosen to deliver business tax cuts through lower tax rates, which are more visible, and therefore more effective, than reductions delivered as rebates on the tax bill.

Business Tax Reduction (BTR) Plan

Commencing in 2001, the City of Hamilton embarked on an aggressive Business Tax Reduction Plan which resulted in significant reductions in taxes for the Multi-Residential, Commercial and Industrial property classes. In 2001, the BTR plan reduced taxes in these three sectors by $24.6 million (including reductions in tax clawbacks). This was done primarily through amalgamation savings, matching contributions from the Province and through a reduction of the business education tax rate.

In 2002, the BTR plan focussed on the commercial and industrial property classes, as provincial matching was not available for the multi-residential class. A $3.1 million municipal contribution (funded by assessment growth) was therefore targeted strictly to the commercial and industrial property classes. In addition, $4.0 million from the Hamilton Future Fund was used to reduce tax clawbacks, and the Province agreed, for the first time, to match this type of municipal reduction. When combined with the matching contributions from the Province and the further reduction of the business education tax rate, this resulted in a $18.7 million tax reduction in the commercial and industrial property classes.

The following table shows the BTR cuts to date. The combined municipal and provincial contributions result in $43.3 million in cuts over the last two years. Six million of these funds were used to reduce the amount "clawed back" due to capping.

BTR Cuts	**2001**	**2002**	**Total to date**
	$ millions		
Municipal	$12.3	$7.1	**$19.4**
Provincial: Matching ($ for $) Business Education Cuts	 $ 5.9 $ 6.4 $12.3	 $ 7.1 $ 4.5 $11.6	 **$13.0** **$10.9** **$23.9**
Total BTR	**$24.6**	**$18.7**	**$43.3**

Education taxes

As part of the 2003 reassessment, the Province will introduce new education rates both for the residential and the non-residential property classes. These education rates are expected to be lower than those prescribed in 2002. This is due to the re-stating of the tax rate as required in a reassessment, as well as further Business Education Tax (BET) reductions. In addition, the Province needs to deliver the final 10% reduction to residential education tax rates that it promised in the 1999 Ontario Budget. The Province has committed to completing the residential and business education tax rate reductions by 2004 and 2005 respectively.

The Province is committed to reducing business education tax rates through its Business Education Tax (BET) cuts. For those municipalities above the provincial average tax rate (3.3% in 1998, revised to 2.65% in 2002), the Province agreed to an eight-year phase-in. However, the Province does not plan on moving those municipalities below the provincial average. As a result, even though the business education tax rates have fallen, the City of Hamilton continues to be at a competitive disadvantage compared to some of its neighbouring municipalities that are well below the provincial average.

The following table highlights the education rates prescribed from 1998 to 2002.

	1998	**1999**	**2000**	**2001**	**2002**	**% Change (98-02)**
Residential/Multi-Residential	0.460%	0.414%	0.414%	0.373%	0.373%	**-18.9%**
Commercial*	3.277%	3.277%	3.275%	2.935%	2.701%	**-17.6%**
Industrial*	5.016%	4.541%	4.095%	3.563%	2.861%	**-43.0%**
Large Industrial	5.833%	5.263%	4.746%	4.239%	3.354%	**-42.5%**
* average rate of banded residual class for 1998-2000						

The Province implemented accelerated business education tax cuts in Hamilton in 2000, 2001 and 2002 in an effort to match the City's own municipal tax cuts.

Other Tax Policy Issues:

Staff will review the following policies and bring forward recommendations to Council early in 2003.

Relief for Low-Income Seniors & Disabled Homeowners
Starting in 1998, municipalities were required to provide property tax relief for assessment-related tax increases to low-income senior and disabled homeowners. This is a mandatory program, yet the amount and form of the relief is at the discretion of the municipality. The Municipal Act was later amended to expand the eligible amount of relief provided to allow the inclusion of municipal levy increases, not just reassessment-related tax increases. A tax deferral program has been in place in Hamilton since 1998.

Rebates to Charities
Municipalities are required to provide eligible charities with rebates of at least 40% of their property taxes. This is a mandatory program which is cost shared with the Province. The City has provided a 40% rebate program since 1998.

Relief from Hardship
This tool gives municipalities the option of providing property tax reductions or refunds to owners of residential, farm or managed forests property if the taxes on the property are "unduly burdensome" as defined by the municipality. This is not a mandatory program, and if established, the amount of relief and eligibility criteria is at the discretion of the municipality. If established, the cost of the relief would be shared by the Province. The City implemented its reformed Seniors Tax Rebate program (of $125 per household for low-income seniors) under this provision of the Municipal Act.

Heritage Tax Rebate

Through Bill 127, which received royal accent in December 2001, the Province has given municipalities the ability to provide property tax relief to heritage buildings in an effort to encourage their restoration and preservation. This program is not mandated, but if passed by the municipality, tax relief (either in the form of a reduction or refund) must be between 10 and 40 percent of the taxes levied on the property. The Province will fund the education portion by the same percentage.

To be eligible for tax relief under this program, a property must be:

- designated under Part IV or Part V of the Ontario Heritage Act; and
- subject to an agreement respecting the preservation and maintenance of the property (the agreement may be an easement under the Ontario Heritage Act or another form of agreement specified by the local municipality); and
- complies with any additional eligibility criteria set out in the by-law by the local municipality

If this program is established, the municipality may apply different percentages to different property classes or types of properties, may specify a minimum or maximum amount, may specify additional criteria and may also establish procedures for application.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Staff will report back to Council on the financial implications of the 2003 reassessment and the various tax policy tools early in 2003. These tax policy tools should be seen as temporary mitigation tools to avoid large tax increases due to reassessment, as relief on one property class simply shifts more burden onto another.

POLICIES AFFECTING PROPOSAL:

N/A

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

Staff consulted with MPAC and the Ministry of Finance.

CITY STRATEGIC COMMITMENT:

The use of tax policy tools is directly linked to Council's strategic commitment of creating a tax competitive environment.

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

3.4

FINANCE AND CORPORATE SERVICES
Budgets and Fiscal Policy Services

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo, General Manager
Date:	November 13, 2002	**Prepared by:**	R. Rossini 546-4523 T. Hewitson 546-4159 M. Zegarac 546-2739

SUBJECT: 2003 Tax and Rate Supported Budget Outlook (FCS02124)(City Wide)

RECOMMENDATION:

That FCS02124, 2003 Tax and Rate Supported Budget Outlook, be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance & Corporate Services

EXECUTIVE SUMMARY:

In June of this year, Council approved the 2003 Business Planning and Budget Process and Schedule (CM02-003). Since that time, staff have been developing their 2003 business plans, including mission statements, scope, customer identification, alignment to strategic plan and business planning indicators. Staff have also been developing their 2003 budget requirements. As presented and committed to in June, this has been done at an accelerated pace to achieve an objective of approving the tax budget early in 2003. Staff have met the target set in June, to provide Council and the Public, an opportunity to receive 2003 preliminary budget information by November of 2002.

Tax Budget

The purpose of this report is to provide Council with a preliminary outlook with respect to the base budget pressures, proposed enhancements and reductions, and projected tax levy impact. Staff have estimated budget pressures for the 2003 Budget based on current levels of service. As identified during the 2002 budget process and within the May (FCS02091) and August (FCS02117) budget exception reports, there are a number of very significant budget pressures in 2003. These present significant challenges in respect of achieving the 3.5% levy increase recommended in the 2003 Business Plan and Budget report (CM02-003). As well, the legislative restrictions freezing levies for business tax classes still apply, resulting in all of the tax levy increase to be borne by the residential/farm class. As a result, a 3.5% tax levy increase results in a 5.9% residential tax increase.

As part of the 2003 budget process, all departments and programs were asked to identify their budget pressures for the current year. Attachment One to this report summarizes the resulting budget impacts of the base budget pressures. Base budget pressures reflect what is needed to continue providing the programs and services approved in the 2002 Budget.

Based on this analysis, staff have identified about $56 million in base budget pressures and for 2003. The base pressures relate to salaries, benefits, policing and risks that were not addressed in the 2002 budget that have materialized. To partially offset these pressures, staff have identified almost $19 million in program reductions, reducing the levy impact to about $39 million. This would result in a levy increase of 8%. This is significantly greater than the Council approved guideline of 3.5% and would result in a residential tax impact of about 13%. As such, staff are committed to achieving a further $22 million in program reduction options which would reduce the overall levy impact to $16.7 million achieving the guideline of 3.5%. A summary of the program reduction options is included in Attachment Two to this report.

Water and Wastewater (Rate) Budget

As identified in the 2002 August Budget Variance Report (FCS02117), the water and wastewater preliminary favourable variance is projected at $2.6 million. The projected 2002 favourable variance is principally attributed to savings in external debt charges of $2 million, as well as $600,000 in savings attributed to operating efficiencies and salary gapping. The end-of-year variance may be higher due to an anticipated favourable revenue variance. However, with the changes in billing cycles and practices in 2002, it is difficult to compare this year's consumption and billing with historical information.

In 2003, the water and wastewater budget continues to focus on a number of initiatives, including: achieving a Sustainable Asset Management program (SAM); investing in the City's Wastewater Investment Needs and Strategies (WINS); as well as continuing to invest in Water Quality Initiatives (WQI). For the 2003 budget process, staff identified approximately $2.6 million in inflationary pressures, contractual commitments, revenue reductions and contingencies. Although staff were not requested to identify program reductions in the water and wastewater budget, staff have nonetheless identified approximately $3.25 million in efficiencies and savings.

In addition to operating pressures, the 2003 requested budget identifies approximately $4.6 million in pressures from impacts from the capital budget, as well as increases to reserves. For the 2003 water and wastewater budget process, staff will bring forward for Council's consideration a Low-income Water and Wastewater Assistance Program, as well as a Wastewater Abatement Program for commercial and industrial ratepayers.

Pre-Budget Consultation

As outlined in CM02-006, "Business Plan/Budgets: Public Involvement and Budget Meeting Schedule", staff have developed a consultation process to provide the public with an opportunity to have input into the 2003 budget. The consultation process includes:

- Advertisement of the Council Pre-Budget Information Session, a pre-budget public information open house and COW deliberations;
- Distribution of relevant budget reports, presentations and documents to Municipal Service Centres, Libraries and the City's web-site;
- Feedback questionnaire available at the open house, Municipal Service Centres, Libraries, Councillor's offices, 546-CITY and the City's web-site.

Given the 2003 budget pressures identified within this report, public consultation will focus on balancing reasonable tax increases with potential service reductions.

Next Steps

In accordance with the accelerated budget schedule, the 2003 preliminary budgets for both tax and water/wastewater supported programs are close to completion. The water/wastewater budget will be distributed to Council on November 22, 2002 with deliberations occurring in December.

The 2003 preliminary tax supported budget will be distributed on December 20, 2002 for deliberations occurring in January 2003.

BACKGROUND:

This report is presented in accordance with the 2003 Business Plan & Budget Process and Schedule (CM02003) presented to Council in June of 2002.

ANALYSIS OF ALTERNATIVES:

N/A

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

2003 Tax Budget Outlook

As identified in Attachment One to FCS02124, to maintain current levels of service given the fiscal pressures occurring would require a levy increase of approximately $56 million. To meet the recommended target of 3.5% (CM02003), will require $40 million in program reductions. Senior staff have identified about half of the required reductions and continue to develop options for the remaining reductions. The following sections identify significant cost drivers for the base budget and a preliminary indication of the program reductions.

2003 Budget Pressures - Cost Drivers

The following table summarizes the significant cost drivers for the 2003 tax budget. Many of these were identified in the 2002 budget and 2002 budget exception reports.

Cost Driver	2003 Budget Impact	2003 Tax Impact
Salaries & Wages	$ 9,200,000	3.2%
Police	$ 8,121,000	2.8%
Capital Financing	$7,200,000	2.5%
Fleet Costs	$ 4,200,000	1.5%
Benefits	$ 4,000,000	1.5%
Revenue Adjustments – C&R, CBRE, Parks, Social Services, Lottery	$3,760,000	1.3%
Roads Materials	$2,650,000	0.9%
2002 Corporate Restructuring/Other	$2,500,000	0.9%
Recycling Program	$2,000,000	0.7%
Waste Contracts	$1,700,000	0.6%
Heat/Hydro/Nat Gas – CBRE, Roads	$ 1,300,000	0.5%
Boards & Agencies	$ 1,200,000	0.5%
Radio Trunking Lease	$ 1,075,000	0.4%
Contribution to Reserve (Fire)	$ 927,000	0.4%
Roads Contracts	$ 864,000	0.3%
OMERS Adjustment – CBRE/Fire	$ 622,000	0.2%
ATS - DARTS	$314,000	0.1%
Transfer from Reserve Reductions (Library)	$320,000	0.1%
Occupational Health Exposure Program – Fire	$ 250,000	0.1%
Computer Assisted Dispatch	$ 244,000	0.1%
Volunteer Committees	$ 100,000	0.0%
Other items	$ 3,900,000	1.4%
Total 2003 Budget Pressures	**$56 million**	**19.6%**

2003 Program Reductions

As identified to Council in CM02003, as part of the budget development exercise staff were asked to submit budget reduction options of up to 10% of their 2002 budget. During three weeks of intensive budget investigation, the Corporate Management Team has reviewed the proposals and begun categorizing the reductions as "possible", "under further consideration" and "unlikely". In total, almost $50 million in budget reduction options have been submitted.

The "possible reductions" have been included in the budget macro (Attachment One) as reductions to the base pressures. These reductions total about $19 million and are categorized as follows:

Type of Reduction	**$ Impact**
Productivity	$2.1 M
Revenue Generator	$2.7 M
Financial Adjustment	$5.9 M
Service Level	$8.2 M
Total	**$ 19.0 M**

Some of the productivity gains include the IP Telephony project, cell phone contract renewals and communications efficiencies. Revenue Generation identifies new and increased revenue opportunities. Financial Adjustments generally identify decreased reserve contributions or increased recoveries from capital budgets. The most significant component of the program reductions relate to service level reductions. Approximately $8.2 million of the "possible" program reductions affect service levels, both externally and internally. This is reflective of the fact that internal efficiencies and administrative savings have been extensively utilized over the last three years with the Region/City of Hamilton administrative merger and amalgamation. Dealing with budget pressures for 2003 will require a rationalization of services and service levels.

The table below summarizes the current budget outlook inclusive of base pressures, program reductions and program enhancements:

2003 Tax Budget Outlook

Type of Reduction	**$ Impact**	**% Impact**
Base Budget Pressures	$56.6 M	19.8%
Program Reductions	($19.0 M)	(6.7%)
Program Enhancements	$1.6 M	0.6%
Total	**$39.1 M**	**13.7%**

2003 Program Enhancements and Strategic Commitments

Given the significant base or maintenance budget pressures facing Hamilton, it will be difficult to:

- accommodate further reductions beyond the targeted budget level;
- accommodate many of the initiatives planned under Council's Strategic Commitments and requested by Departmental staff.

However, having said this, the current budget outlook would accommodate the following key strategic priorities:

I. $3.8 million from assessment growth to continue the Business Tax Reduction plan;
II. $800,000 to accommodate the operating impacts of recommended capital projects;
III. $325,000 to continue the Downtown Residential Loan program;
IV. and, over $1.4 million in Social Services enhancements (fully funded).

Pooling of Social Housing and Assistance Costs

As Council is aware, a significant effort has been undertaken to recognize the City of Hamilton's extraordinarily high social costs and partially mitigate these costs through the inclusion of the City within the GTA Pooling. Savings to the City of Hamilton would be over $20 million if included in the GTA social assistance pooling.

There has been no official response from the Province to the City's request, therefore, staff have not incorporated any savings from pooling into the 2003 Budget Outlook.

Council may be aware that the Region of Halton passed a motion requesting that they be removed from the GTA pooling process. While Halton's recommended preference is to not be included in any pooling, the report indicated that Halton would be more accepting of a Halton/Hamilton/Niagara pooling than GTA pooling. Staff have contacted Halton staff to pursue this option.

2003 Water and Wastewater Budget Outlook

Moving towards achieving a sustainable water and wastewater system based on the 10-year capital program of $1.1 billion, as well as taking into account inflationary pressures, will require a combined water and wastewater rate increase of 8-10% in 2003

2003 Budget Pressures – Cost Drivers

The following table summarizes the significant cost drivers for the 2003 water and wastewater budget.

2003 Water & Wastewater Operating Budget	**2003 Budget Impact (millions$)**
Budget Pressures	
Inflationary pressures, contractual commitments, contingencies	$2.60
Low-income Subsidy Program	$0.50
Wastewater Abatement Program	$0.90
Safe Drinking Water Act	$0.25
Impact of capital budget and contribution to reserves	$5.80
Non-Rate Revenues	$0.60
Sub-total	**$10.65**
Less Efficiencies and Savings	$3.25
Required Level of Funding	**$7.40**

2003 Program Enhancements

In 2002, staff were directed to report back to council with respect to a low-income water and wastewater subsidy program, as well as an industrial and commercial wastewater abatement program. Staff reports with respect to these two initiative, will be provided with the 2003 Water and Wastewater Budget as companion reports. These reports will provide a limited number of options for Council's consideration with respect to the two above noted initiatives. The range of costs for these two initiatives are provided in the table below. Staff are recommending a $500,000 2003 interim Water and Wastewater Subsidy program, as well as a 2-year phased-in Wastewater Abatement Program of $1.8 million (2003 budget of $900,000).

The final program enhancement below is related to the Safe Drinking Water Act, introduced by the Province in October of 2002. If passed, the Safe Drinking Water Act would provide the legislative basis for fulfilling 50 of 93 recommendations in the Walkerton Inquiry Part Two report, and 14 recommendations from the Inquiry's Part One report. Although the impact of this legislation is unknown at this time, staff anticipate the need for $250,000 in 2003 as a first step in meeting these new legislative requirements.

Program Enhancements	**Estimated Cost (millions$)**
Low-income Subsidy Program	$0.5 - $3.0
Wastewater Abatement Program	$1.8 - $2.3
Safe Drinking Water Act	$0.250

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POLICIES AFFECTING PROPOSAL:

Not Applicable

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

This information was compiled through consultation with all departments. As well, communication and consultation with the relevant boards and agencies has occurred, including presentations to Council on October 29, 2002 and forthcoming presentations on November 27, 2002.

The 2003 Business Planning and Budget Process also includes public consultation initiatives including:

- Advertisement of the Council Pre-Budget Information Session, a pre-budget public information open house and COW deliberations;
- Distribution of relevant budget reports, presentations and documents to Municipal Service Centres, Libraries and the City's web-site;
- Feedback questionnaire available at the open house, Municipal Service Centres, Libraries, Councillor's offices, 546-CITY and the City's web-site.

CITY STRATEGIC COMMITMENT:

The 2003 Business Planning and Budgeting process is the first to begin linking this information and budget resources to Councils Strategic Commitments.

CITY OF HAMILTON

2003 Tax Supported Budget Outlook

($000's)

	2002 Restated Budget	2003 Base Outlook	2003 Reductions	2003 Enhanc'ts	2003 Req'd	Outlook 2003/02 Change $	Outlook 2003/02 Change %
LEGISLATIVE	3,230	3,234	-	100	3,334	104	3.2%
CHIEF ADMINISTRATIVE OFFICER	582	582	-	-	582	-	0.0%
CORPORATE SECRETARIAT	4,769	4,883	(477)	-	4,406	(363)	(7.6)%
ECONOMIC DEVELOPMENT	2,385	2,593	(112)	-	2,482	96	4.0%
FINANCE & CORPORATE SERVICES	13,341	14,470	(1,071)	-	13,399	58	0.4%
HUMAN RESOURCES	3,649	3,672	(50)	-	3,623	(26)	(0.7)%
PLANNING & DEVELOPMENT	40,132	41,153	(1,224)	325	40,254	122	0.3%
SOCIAL & PUBLIC HEALTH	85,215	90,168	(4,037)	-	86,131	916	1.1%
TOE	93,495	103,023	(4,664)	-	98,359	4,864	5.2%
COMMUNITY SERVICES	113,662	126,764	(2,550)	-	124,214	10,553	9.3%
BOARDS & AGENCIES	13,009	14,794	-	-	14,794	1,785	13.7%
COMMUNITY PARTNERSHIP	2,758	2,758	(683)	400	2,475	(283)	(10.3)%
CAPITAL FINANCING	60,769	68,055	-	-	68,055	7,286	12.0%
CORPORATE FINANCIALS	4,984	14,591	-	800	15,391	10,407	209%
RESTRUCTURING & OTHER SAVINGS	(2,900)	(400)	(4,093)	-	(4,493)	(1,593)	55%
TOTAL CITY EXPENDITURES	**439,081**	**490,340**	**(18,960)**	**1,625**	**473,005**	**33,924**	**7.7%**
POLICE SERVICES	**85,142**	**93,264**	**-**	**-**	**93,264**	**8,122**	**9.5%**
TOTAL EXPENDITURES	**524,223**	**583,604**	**(18,960)**	**1,625**	**566,269**	**42,046**	**8.0%**
TOTAL NON PROGRAM REVENUES	**(47,150)**	**(50,050)**	**-**	**-**	**(50,050)**	**(2,900)**	**6.2%**
TOTAL LEVY REQUIREMENT	**477,072**	**533,553**	**(18,960)**	**1,625**	**516,218**	**39,146**	**8.2%**
PRELIMINARY RESIDENTIAL PROPERTY TAX INCREASE						**$248**	**13.7%**

Attachment Two
to FCS02124

CITY OF HAMILTON
2003 TAX BUDGET
10% REDUCTION SUMMARY

	STATUS OF $ IMPACT				TYPE OF REDUCTION BY $ IMPACT			
DEPARTMENT/DIVISION	Possible	Unlikely	Under Consideration	TOTAL $ IMPACT	Productivity	Revenue Generator	Financial Adjustment	Service Level
LEGISLATIVE	0	0	0	**0**	0	0	0	0
CHIEF ADMINISTRATIVE OFFICER	0	0	0	**0**	0	0	0	0
CORPORATE SECRETARIAT	(476,870)	0	0	**(476,870)**	0	0	(136,580)	(340,290)
ECONOMIC DEVELOPMENT	(111,605)	(162,920)	0	**(274,525)**	0	0	0	(274,525)
FINANCE & CORPORATE SERVICES	(1,071,290)	(528,740)	(438,310)	**(2,038,340)**	(50,000)	(438,000)	(327,290)	(1,223,050)
HUMAN RESOURCES	(49,800)	(232,800)	(78,800)	**(361,400)**	0	(49,800)	0	(311,600)
PLANNING & DEVELOPMENT	(1,223,500)	0	(138,000)	**(1,361,500)**	0	(457,650)	(509,540)	(394,310)
SOCIAL & PUBLIC HEALTH	(4,036,951)	(541,077)	(2,136,945)	**(6,714,972)**	(55,000)	(866,224)	(1,212,296)	(4,581,452)
TOE	(4,664,140)	(135,300)	(5,056,700)	**(9,856,140)**	(395,450)	(285,500)	(703,080)	(8,472,110)
COMMUNITY SERVICES	(2,550,030)	(18,499,850)	(2,749,639)	**(23,799,519)**	(307,850)	(894,350)	(780,350)	(21,816,969)
BOARDS & AGENCIES	0	0	0	**0**	0	0	0	0
COMMUNITY PARTNERSHIP	(683,000)	0	0	**(683,000)**	0	0	(683,000)	0
CAPITAL FINANCING	0	0	0	**0**	0	0	0	0
CORPORATE FINANCIALS	0	0	0	**0**	0	0	0	0
RESTRUCTURING & OTHER SAVINGS	(4,093,000)	(20,000)	0	**(4,113,000)**	(1,420,500)	0	(2,692,500)	0
TOTAL CITY EXPENDITURES	(18,960,186)	(20,120,687)	(10,598,394)	(49,679,266)	(2,228,800)	(2,991,524)	(7,044,636)	(37,414,306)
POLICE SERVICES	0	0	0	**0**	0	0	0	0
TOTAL CORPORATE EXPENDITURES	(18,960,186)	(20,120,687)	(10,598,394)	(49,679,266)	(2,228,800)	(2,991,524)	(7,044,636)	(37,414,306)

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

3.5

FINANCE & CORPORATE SERVICES DEPARTMENT
Budgets and Fiscal Policy Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo General Manager,
Date:	November 13, 2002	**Prepared by:**	Roberto Rossini x 4523 Joe Spiler x4519 John DiBattista x4371 Charlie Elliott x2162

SUBJECT **City of Hamilton 2003 - 2012 Capital Budget Outlook FCS02131 (City Wide)**

RECOMMENDATION:

That report FCS2131 "City of Hamilton 2003 – 2012 Capital Budget Outlook", be received for information.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager,
Finance and Corporate Services

EXECUTIVE SUMMARY:

The purpose of this report is to present to Council a preliminary draft of the 2003 Tax Capital Budget, the 2003 – 2012 Tax Capital Budget Forecast and to outline major tax capital budget issues. The information in this report will also be made available to the public during the 2003 Budget consultations.

2003 – 2012 TAX CAPITAL BUDGET ASSUMPTIONS

Background

The Capital Budget impacts the tax levy (i.e. operating budget) in two ways:

- Funding for debt charges that are used to repay principle and interest expenses on money borrowed to finance projects.
- Funding that is transferred from the operating budget (ie. tax levy) directly to finance projects in the capital budget.

In 2002, $62.3 million (13% of the City's $477.0 million tax levy) was used for capital purposes.

- $45.8 million for debt charges.
- $16.5 million transfer from operating to capital.

Through report CM02 – 003, Council approved the following budgetary guidelines for 2003:

"Property Tax – maximum general tax levy increase of 2.0% with a further 1.5% to be dedicated to Capital Works Reserves (total 3.5%).

Assumptions

1. Working with the approved 2003 Tax Budget Guidelines, staff present 2 options for the draft 2003 capital budget.

   a) A 1.5% general levy increase (based on 2002 net operating budget = $477 million x 1.5% = $7.2 million), to be dedicated for Capital purposes. This equates to a $7.2 million dollar increase to the 2002 Capital tax levy of $62.3 million.

   b) A residential only tax increase of 1.5% dedicated to Capital. This would increase the 2003 Capital tax levy by $4.3 million. Every $2.9 million equates to a 1% residential tax increase.

2. Priority infrastructure for the 2003 – 2012 capital plan would be financed by the newly proposed tax-exempt Opportunity Bonds at a interest rate of approximately 4% (versus a non-tax-exempt rate of approximately 7%). The Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) proposes to issue Opportunity Bonds to finance municipal infrastructure related to:

   - Roads and bridges
   - Waste management infrastructure
   - Public transit
   - Water and sewage treatment (refer rate capital budget for financing impacts)

Using assumption 1(a), the Opportunity Bonds would add $9.2 million to the 2003 Tax Capital Program compared to conventional municipal debenturing. Over a 10-year period, $45.6 million in additional capital projects would be affordable.

3) Operating costs, which accompany approved 2003 capital projects, are included within the 2003-operating budget under "Corporate Financials". In that way, decisions can be made while knowing the full long term operating implications of proposed new capital projects. When a capital project is completed, then the corresponding operating component is transferred to that department's base operating budget.

BACKGROUND:

This report has City-wide implications.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

DRAFT 2003 CAPITAL OUTLOOK:

Options: Impact of Capital Budget on Operating

This report presents the City of Hamilton's draft 2003 - 2012 capital budget outlook in terms of affordability and sustainability, taking into account current and forecast debt levels.

The 2003 Tax Budget Guideline calls for a maximum general tax levy increase of 2.0% with a further 1.5% ($7.2 million) to be dedicated for capital purposes (i.e. the capital budget impact on the operating budget). The capital portion would translate into a 2.5% residential tax increase in 2003, since the City cannot increase multi-residential, commercial and industrial taxes. If the 1.5% increase is calculated as a residential tax impact only (i.e. due to fiscal constraints), this would increase the 2003 tax capital levy by only $4.3 million. This report focuses on the 1.5% general levy increase but will provide capital capacity information on both options.

Table 1 - Option A illustrates that of the proposed $69.5 million 2003 Capital Tax levy, $47.1 million would be spent on existing debt charges, leaving $22.4 million to support new long-term borrowing for 2003 Capital projects. This amount is comprised of a combination of direct dollar funding (i.e. transfers to the capital budget - $20 million) and new debt charges (Red Hill Valley Project - $.4 million, other new capital-$2.0 million).

TABLE 1 - OPTION A

1.5 % GENERAL LEVY INCREASE DEDICATED TOWARDS CAPITAL (000's)

	2002 APPROVED	2003 PROPOSED	CHANGE $	CHANGE %
Debt Charges				
- New - General	836	2,052	1,216	145.5%
- New - Red Hill Valley Project	155	386	231	149.0%
- Existing	44,750	47,096	2,346	5.2%
Transfer To Capital From Operating	16,535	19,942	3,407	20.6%
Total Impact of Capital On Operating budget	62,276	69,476	7,200	11.6%
Total Res. Tax Impact per Household	$ 277.00	$ 330.00	$ 53.00	2.5%

Table 1 - Option B reflects the impact if a 1.5% tax capital levy increase is calculated over just the residential tax levy, the 2003 tax capital levy would increase by $4.3 million which would equate to a 1.5% residential property tax increase.

TABLE 1 - OPTION B

1.5 % RESIDENTIAL ONLY LEVY INCREASE DEDICATED TOWARDS CAPITAL (000's)

	2002 APPROVED	2003 PROPOSED	CHANGE $	CHANGE %
Debt Charges				
- New - General	836	2,052	1,216	145.5%
- New - Red Hill Valley Project	155	386	231	149.0%
- Existing	44,750	47,096	2,346	5.2%
Transfer To Capital From Operating	16,535	17,042	507	3.1%
Total Impact of Capital On Operating budget	62,276	66,576	4,300	6.9%
Total Res. Tax Impact per Household	$ 277.00	$ 309.00	$ 32.00	1.5%

Table 2, Options A and B illustrate the proposed 2003 total tax capital outlook that would be supported from the 1.5% general levy increase compared to the monies generated from a 1.5% residential tax increase calculated over only the residential tax levy. Option B reduces the affordable projects by $2.9 million when compared to Option A.

TABLE 2 OPTION A

2003 CAPITAL BUDGET OUTLOOK
PROPOSED SOURCES OF FUNDING
BASED $7.2 MILLION INCREASE IN CAPITAL LEVY
(000's)

SOURCES OF CAPITAL FINANCING	2002 APPROVED	2003 FORECAST BASED ON 2002 FINANCING PLAN	DRAFT 2003 CAPITAL OUTLOOK
Reserves	45,282	29,792	39,793
Development Charges	4,820	3,700	5,648
Other Revenues / Subsidies	30,562	37,390	30,096
Transfer From Operating	16,297	16,826	19,187
External Debt-Financing Plan	37,862	27,324	45,627
External Debt-Expressway	3,569	16,562	8,578
External Debt-Development Charges	3,300	-	
TOTAL CAPITAL PROJECTS SUPPORTED BY FINANCING PLAN	**141,692**	**131,594**	**148,929**

TABLE 2 OPTION B

2003 CAPITAL BUDGET OUTLOOK
PROPOSED SOURCES OF FUNDING
BASED $4.3 MILLION INCREASE IN CAPITAL LEVY
(000's)

SOURCES OF CAPITAL FINANCING	2002 APPROVED	2003 FORECAST BASED ON 2002 FINANCING PLAN	DRAFT 2003 CAPITAL OUTLOOK
Reserves	45,282	29,792	39,793
Development Charges	4,820	3,700	5,648
Other Revenues / Subsidies	30,562	37,390	30,096
Transfer From Operating	16,297	16,826	16,288
External Debt-Financing Plan	37,862	27,324	45,627
External Debt-Expressway	3,569	16,562	8,578
External Debt-Development Charges	3,300	-	
TOTAL CAPITAL PROJECTS SUPPORTED BY FINANCING PLAN	**141,692**	**131,594**	**146,030**

2003 CAPITAL BUDGET PRIORITIZATION

For the City of Hamilton's 2003 draft Capital Outlook, departments have submitted a total of $194 million in gross project requests. Table 3, Options A & B: show the impact the 1.5% general levy increase compared to the 1.5% residential tax increase calculated over only the residential tax levy. Option B reduces the 10-year outlook of affordable projects by $159.5 million compared to Option A.

TABLE 3 OPTION A

2003-2012 CAPITAL BUDGET FINANCING PLAN
TAX SUPPORTED PROGRAM - AFFORDABLE / UNAFFORDABLE
BASED $7.2 MILLION INCREASE IN CAPITAL LEVY ($ 000)

	2002-2011		2003-2012		
Year	Requested Gross Cost	Affordable Gross Cost	Requested Gross Cost	Affordable Gross Cost	Unaffordable Gross Cost
	$	$	$	$	
Approved 2002	249,527	141,359	249,527	141,359	108,168
2003	207,537	131,594	194,455	148,929	45,526
2004	233,092	136,400	244,242	144,930	99,312
2005	211,206	115,917	214,948	119,027	95,921
2006	179,269	95,104	177,304	113,661	63,643
2007	136,579	72,414	142,020	95,354	46,666
2008	125,395	76,476	134,121	89,522	44,599
2009	116,719	78,761	125,230	99,343	25,887
2010	122,468	93,488	124,064	108,312	15,752
2011	116,182	97,180	105,434	115,545	(10,111)
2012	-	-	103,379	122,514	(19,135)
TOTAL	1,697,974	1,038,693	1,565,197	1,157,137	408,060

Note: The 2003 Affordable Gross Cost assumes that fully funded and partially funded projects will be approved.

TABLE 3 OPTION B

2003-2012 CAPITAL BUDGET FINANCING PLAN
TAX SUPPORTED PROGRAM - AFFORDABLE / UNAFFORDABLE
BASED $4.3 MILLION INCREASE IN CAPITAL LEVY ($000)

	2002-2011		2003-2012		
Year	Requested Gross Cost	Affordable Gross Cost	Requested Gross Cost	Affordable Gross Cost	Unaffordable Gross Cost
	$	$	$	$	
Approved 2002	249,527	141,359	249,527	141,359	108,168
2003	207,537	131,594	194,455	146,030	48,425
2004	233,092	136,400	244,242	139,130	105,112
2005	211,206	115,917	214,948	110,327	104,621
2006	179,269	95,104	177,304	102,061	75,243
2007	136,579	72,414	142,020	80,854	61,166
2008	125,395	76,476	134,121	72,122	61,999
2009	116,719	78,761	125,230	79,043	46,187
2010	122,468	93,488	124,064	85,112	38,952
2011	116,182	97,180	105,434	89,445	15,989
2012	-	-	103,379	93,514	9,865
TOTAL	1,697,974	1,038,693	1,565,197	997,638	567,559

Note: The 2003 Affordable Gross Cost assumes that fully funded and partially funded projects will be approved.

Council approved a Capital Block Funding Prioritization Model during the 2002 budget process (FCS02017). Under this model, staff recommends to Council, block funding amounts for TOE, Community Services and Downtown Capital. Internal prioritization criteria for each department (methods include public consultation, committee input, Council feedback, etc.) establishes a list of capital projects recommended for approval within the spending envelope for each department. The City departments excluded from this block-funding model would then use the current City ranking system for their capital projects with funding from the balance of the City's Net Capital Funds for 2003.

In conjunction with the 2003 ***DRAFT*** Capital Plan (Option A) and its limitations with regard to the $149 million affordable gross capital versus the $194 million in gross capital project requests, staff will refer to Council's current Strategic Commitments in order to develop a list of projects recommended for financing and approval. The Strategic Commitments are:

1. Growing our Local Economy (Council's first Priority).
2. A Great City to Live In.
3. Make Investments in our Health, Environment and our Neighbourhoods.
4. A City Where People Come First: Open and Accessible Government.
5. Efficient City Government.
6. Employer of Choice.

Direction to staff from Council is that Growing our Local Economy is Council's first Strategic Commitment priority. How much of a greater priority when compared to the other Strategic Commitments and the relative priorities of the other commitments have not been determined by Council at this present time.

TABLE 4

2003 AFFORDABILITY SUMMARY
($ 000's)

	2002 APPROVED CAPITAL		2003 SUBMITTED	
	GROSS	NET	GROSS	NET
	$	$	$	$
Proposed Block Funding				
Roads	33,811	32,722	31,019	30,001
Waste Management	8,528	8,348	24,700	20,700
Corporate Buildings & Real Estate	695	695	1,900	1,900
Parks and Recreation	1,650	1,400	4,077	3,429
Storm	9,102	8,673	9,050	8,530
Fleet Services- Vehicle Purchases	15,196	15,196	18,060	15,560
Harbourfront & Downtown Renewal	1,259	1,259	1,217	1,217
Total Block Funding	**70,241**	**68,293**	**90,023**	**81,337**
Special Levies & Boards				
Red Hill Valley	5,287	3,569	16,326	8,578
HECFI Renovations & Replacements	840	840	450	450
Police	11,493	11,493	1,217	1,217
Total Special Levies & Boards	**17,620**	**15,902**	**17,993**	**10,245**
Hamilton Future Fund Projects				
DR - Development Urban Bank	-	-	2,300	2,300
Health & Biotechnology Incubator (McMaster partnership)	-	-	1,000	1,000
Streetscape-Hughson & King William Sts	-	-	4,264	4,264
Waterfront Trail Extension	-	-	800	800
Dieppe Memorial Park	-	-	350	350
Hamilton Scenic Waterfall Program	-	-	500	500
Skateboard Parks	-	-	500	500
Hamilton Heritage Curatorial Centre	-	-	1,500	1,500
2002 Future Fund Provision	7,400	-	-	-
Total Future Fund Projects	**7,400**	**0**	**11,214**	**11,214**
Previously Committed/Legislated Projects				
SuperBuild, & COIP Projects	17,500	5,445	-	-
Replace & Upgrade Printing Equipment			500	500
Ontario with Disabilities Act Audit & Work Plan	-	-	60	60
Desktop Enterprise Licensing (Project initiated in 2001)	1,557	1,557	1,413	1,413
Establish 3-5 year IT Strategy			135	135
Art Gallery Grant	500	500	500	500
Brownfields - ERASE Environmental Study Grants			100	100
Projects required to implement savings				
Extend & Enhance Network Infrastructure			115	115
IT Operations Management Software			280	280
Establish Disaster Recovery System			50	50
Projects funded from Dedicated Reserves and Other			20,364	19,903
Sub-Total			**142,747**	**125,852**
Funding Available for Projects to Be Rated Option A			**6,182**	**6,182**
Funding Available for Projects to Be Rated Option B			**3,283**	**3,283**
Total Affordable Projects Option A	**141,359**	**114,887**	**148,929**	**132,034**
Total Affordable Projects Option B			**146,030**	**129,135**

2003 – 2012 DRAFT TAX SUPPORTED CAPITAL BUDGET OUTLOOK:

OVERVIEW:

This section of the report provides Council with the draft 2003-2012 City of Hamilton tax supported ten-year financing plan. The submitted gross new tax supported capital projects total approximately $1.6 billion for the ten-year period 2003-2012. The City's 10-year financing plan affords only $1.2 billion. This significant amount of unaffordable capital calls for a proactive approach to capital planning that may entail all or some of the following:

- Alternative source of financing & delivery.
- Project deferrals
- Higher taxes

TABLE 5

2003-2012 CAPITAL BUDGET FINANCING PLAN
TAX SUPPORTED PROGRAM - AFFORDABLE / UNAFFORDABLE
($ 000)

						FINANCING SOURCES	
Year	Requested Gross Cost	Affordable Gross Cost	Subsidy/ Other Revenue	Dev't Charges	Reserves	Tax Budget	Debt
	$	$	$	$	$	$	
Approved 2002	249,527	141,359	26,472	4,820	49,039	16,297	44,731
2003	194,455	148,929	30,096	5,648	39,793	19,187	54,205
2004	244,242	142,930	27,487	12,495	32,290	19,898	50,760
2005	214,948	119,027	18,212	2,265	31,417	31,398	35,735
2006	177,304	113,661	14,144	4,388	30,413	39,213	25,503
2007	142,020	95,354	7,034	4,286	29,677	47,951	6,406
2008	134,121	89,522	-	3,387	30,892	55,243	-
2009	125,230	99,343	-	4,759	30,004	64,580	-
2010	124,064	108,312	-	7,269	26,501	74,542	-
2011	105,434	115,545	-	7,226	26,520	81,799	-
2012	103,379	122,514	-	2,333	26,949	93,232	-
TOTAL	1,565,197	1,155,137	96,973	54,056	304,456	527,043	172,609

Of particular importance is the fact that while our proposed 2003-2012 ten-year financing plan is sustainable, total tax supported debt levels peak in 2005 at $408 million (refer Table 6). This is an increase from the 2002-2011 projected Capital financing plan (debt peak of $373 million – 2004) of $35 million due mainly to increased costs and financing strategy regarding the Waste Management Projects, Red Hill Valley Project and Wentworth Lodge.

In summary, Tables 3 – 5 (focusing on Option A – 1.5% general levy increase = $7.2 million), present to Council an expanded Capital Affordability Option. This option takes advantage of low-interest Opportunity Bonds ($46 million in additional Capital Projects over 10 years) and a $2.9 million annual increase in capital projects (over Option B) due to the increased levy dedicated to capital. This results in the City being able to afford $76 million more in capital projects over the 10-year period 2003 – 2012 when compared to the 2002 Financing Plan. (Table 3 – Option A shows $119 million more in affordable projects over the prior years. The difference is due to the fully funded CommonWealth Games provision of $42 million over 6 years, 2004 - 2009).

Adopting Option A would add valuable capital capacity which is forecast to be constrained in the period 2007 – 2011 (refer Table 5 – Affordable Projects) due to the onset of major projects and the existing Council approved financing guideline of achieving Pay-as-You-Go on new Capital projects by the year 2007.

TABLE 6

2002 - 2012 TAX SUPPORTED DEBT
OUTSTANDING DEBT PROJECTIONS
($ MILLIONS)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
2003 - 2012 TAX SUPPORTED CAPITAL FORECAST											
Regular Programs	204.1	279.0	298.3	284.8	267.5	243.5	219.1	193.9	169.9	144.6	121.0
Waste Management Master Plan		20.2	30.0	34.8	37.0	34.6	32.0	29.4	26.7	23.8	20.9
Red Hill Valley Project	47.8	55.8	73.7	88.1	96.7	96.5	89.4	82.0	74.2	66.1	57.5
Total	251.9	354.9	402.0	407.7	401.2	374.6	340.6	305.4	270.8	234.5	199.4
2002 - 2011 TAX SUPPORTED CAPITAL FORECAST											
Regular Programs	237.6	270.9	298.2	286.9	269.4	240.7	211.1	182.9	157.4	139.2	
Red Hill Valley Project	46.2	59.5	74.6	84.9	89.4	83.8	77.8	71.5	64.7	57.4	
Total	283.8	330.4	372.8	371.8	358.8	324.5	288.9	254.4	222.1	196.6	

TABLE 7

2002 - 2012 TAX SUPPORTED DEBT CHARGES
PROJECTED DEBT CHARGES
($ MILLIONS)

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
2003 - 2012 TAX SUPPORTED CAPITAL FORECAST											
Regular Programs		43.6	47.4	41.8	39.2	36.5	36.1	34.0	31.3	31.2	27.3
Waste Management Master Plan		0.9	2.4	3.2	3.7	3.9	3.9	3.9	3.9	3.9	3.9
Red Hill Valley Project		5.0	6.2	6.9	8.4	9.4	9.7	9.7	9.7	9.7	9.4
Total		49.5	56.0	51.9	51.3	49.8	49.7	47.6	44.9	44.8	40.6
2002 - 2011 TAX SUPPORTED CAPITAL FORECAST											
Regular Programs	41.4	44.5	47.2	42.2	43.3	37.4	37.1	36.6	34.4	34.3	
Red Hill Valley Project	4.3	5.4	6.7	7.7	9.0	9.6	9.6	9.6	9.6	9.6	
Total	45.7	49.9	53.9	49.9	52.3	47.0	46.7	46.2	44.0	43.9	

MAJOR CAPITAL INITIATIVES

REDHILL VALLEY PROJECT

The budgeted cost of the Red Hill Valley Project has increased by $14.8 million since the City's 2002 approved budget. The following cost components have increased:

1. $4.5 million - Legal Fees.
2. $4.5 million - Rennie Street landfill Remediation (No SuperBuild).
3. $3.3 million – Inflationary costs due to delays.
4. $2.5 million – Additional works associated with recreational impact mitigation.

Expenditures (actual plus commitments) as at October 31, 2002 are $263.7 million. The City still has left to issue $71.4 million in long-term debt for this project.

The remaining works, expected to take place in 2003 – 2007, is in respect of constructing the north/south section and related QEW interchange.

TABLE 8

RED HILL VALLEY PROJECT FORECAST
(000's)

		Prior	2003	2004	2005	2006	2007	Total
2002 Capital Budget (Gross)		260,390	35,000	40,000	30,000	19,372	-	384,762
2003 Capital Budget (Gross)		263,690	16,326	43,706	36,269	27,379	12,191	399,561
2003 Capital Budget (Net)		109,355	8,578	22,964	19,056	14,386	6,405	180,744
			TOTAL 2003 - 2007 DEBT $71,389					
Debt Charges		4,338	5,013	6,215	6,926	8,439	9,384	
Cumulative Residential Tax	**$**	**$32**	**$37**	**$46**	**$51**	**$62**	**$69**	
Impact per Household	**%**	**1.5%**	**1.8%**	**2.2%**	**2.4%**	**3.0%**	**3.3%**	

TRANSPORTATION, OPERATIONS AND ENVIRONMENT:

Waste Management Capital Forecast 2003 - 2012

The City of Hamilton's waste management's forecast capital requirements have increased dramatically due to the following issues:

- An acceleration of the City's waste diversion program & related Master Plan Initiatives (i.e. State–of-the-art Material Recycling Facility (MRF)).
- The optimization of the Glanbrook Landfill facility.

Table 8 summarizes the capital requirements for the City's waste management system over the next 10 years ($148 million). What is not included in Table 8 are the capital implications as they relate to the City's SWARU incinerator and resulting landfill implications. The costs are unknown at this time.

TABLE 9

WASTE MANAGEMENT MASTER PLAN
DEBT REQUIREMENTS & DEBT CHARGE FORECAST
($000's)

		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total
Regular		9,200	7,553	7,490	3,240	5,940	740	690	690	690	690	36,923
Waste Management Master Plan		15,500	15,500	18,440	25,000	22,000	15,000	-	-	-	-	111,440
Total Capital Submissions		24,700	23,053	25,930	28,240	27,940	15,740	690	690	690	690	148,363
Funded From Contribution/Other Revenues		4,000	4,000	3,000	3,000	3,000	3,000	690	690	690	690	22,760
Debt Issue Required		20,700	19,053	22,930	25,240	24,940	12,740	-	-	-	-	125,603
Debt Charges		931	2,719	4,607	6,773	9,029	10,724	11,297	11,297	11,297	11,297	79,970
Residential Tax Impact per Houshold	$	$7	$20	$34	$50	$66	$79	$83	$83	$83	$83	
	%	0.3%	1.0%	1.6%	2.4%	3.2%	3.8%	4.0%	4.0%	4.0%	4.0%	

It is very important to note that only about $40 million of the required $125 million in new debt for Waste Management can be accommodated in the capital financing plan. Accordingly, to implement the City's new Waste Management strategies will require tax increases and/or alternative service delivery for providing / constructing new facilities.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

All City departments and agencies were consulted in the preparation of this report:

CITY STRATEGIC COMMITMENT:

7. Growing our Local Economy (Council's first Priority).
8. A Great City to Live In.
9. Make Investments in our Health, Environment and our Neighbourhoods.
10. A City Where People Come First: Open and Accessible Government.
11. Efficient City Government.
12. Employer of Choice.

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MUNICIPAL DOCUMENT

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE 02-041

Tuesday, November 26, 2002

9:30 a.m.

Council Chamber
Hamilton City Hall
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. ADOPTION OF MINUTES

2.1 November 19, 2002 (to be distributed)

3. DELEGATION REQUESTS

3.1 Request to address the Hearings Sub-Committee by Mr. Scott Henderson respecting future of non-profit housing in the community of Stoney Creek

3.2 Request to address the Hearings Sub-Committee by Ms. Hazel Milsome on behalf of the Hamilton Business Improvement Area

3.3 Request to address the Hearings Sub-Committee by Mr. and Mrs. Falls respecting ice rates for the Dundas Valley Skating School

4. CONSENT ITEMS

None

5. PRESENTATIONS

5.1 TradePort International Corporation - Quarterly Update

DISCUSSION ITEMS

6. CITY MANAGER

None

7. COMMUNITY SERVICES

None

8. CORPORATE SECRETARIAT

8.1 Municipal Advertising (CSE02027(a)) - Supplemental Report (to be distributed)

8.2 Municipal Advertising (CSE02027) (City Wide) - Tabled by Committee of the Whole at its meeting of November 12, 2002

9. ECONOMIC DEVELOPMENT

None

10. FINANCE AND CORPORATE SERVICES

None

11. HUMAN RESOURCES

None

12. PLANNING AND DEVELOPMENT

12.1 Community Partnership for Ecological Monitoring and Reporting (PD02227) (TOE02199)

13. SOCIAL AND PUBLIC HEALTH SERVICES

None

14. TRANSPORTATION, OPERATIONS AND ENVIRONMENT

None

15. JOINT DEPARTMENTAL REPORTS

None

16. REPORTS BY SUB-COMMITTEES

16.1 Community Safety Zones Subcommittee (report to be distributed)

16.2 Accommodations Study Sub-Committee (report to be distributed)

17. MOTIONS

None

18. NOTICES OF MOTIONS

None

19. GENERAL INFORMATION

None

20. PRIVATE AND CONFIDENTIAL

20.1 Court File No. 7697/94 (LS02020)

20.2 Consent to Sale - 21 King Street West, Hamilton (LS02023)

21. ADJOURNMENT

OUTSTANDING BUSINESS

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
A.	Report on Colliers Recommendations – HECFI Facilities	March 28/01	Community Services		2002 - Q1
B.	Demolition of 226 Avondale Street	April 25/01	N/A		TABLED by Ward Councillor
C.	Toll for Red Hill Creek Expressway	Nov 21/01	TOE/Finance	Staff to bring a report back on option for tolling Red Hill Creek Expressway	Awaiting Provincial Regulations
D.	Spreading of Biosolids	Nov 21/01	Transportation and Environment	TABLED pending Staff report	
E.	Community Safety Zones	Dec5/01	Transportation and Environment	Referred back to staff for further consideration	2002 – Q2
F.	People's Panel	Dec5/01	TBD	Staff to report back on financial and staffing implications, selection process, terms of reference and implementation timeline	
G.	Aquafit Seniors/Disabled Fees	March 5/02	Community Services	Staff to prepare critical analysis	
H.	Council Communication - Residential Care Facilities	Jan. 23/02	Social and Public Health Services	Referred to staff for comments	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
I.	Strategy to attract Factory Outlet stores	Feb. 13/02/further updated on August 6/02	Economic Development	Staff to bring implementation plan to Committee	
J.	Strategy for prioritizing abandoned industrial and commercial warehouse structures	Feb. 13/02 Aug. 13/02 follow-up request made	CMT	Staff to bring implementation plan to Committee	
K.	Revenue issues regarding billings and chargebacks	HSC - February 20/27	Finance and Corporate Services	Referred to staff for a report back	December 2002
L.	Shortage of Area Doctors	March 6/02 Council	Social and Public Health	Staff to report back on shortages	
M.	Remuneration and Expenses	March 5/02	Finance and Corporate Services	Staff to report back in future reports highlighting offsetting revenues which create a net expenditure, consultation with Councillors, indication of expenses authorized as Council expenses	March 2003
N.	Pest Control	May 7/02	Planning and Development	Staff to report back on control of pests/rodents prior to demolition permit issued	
O.	Hannon Post Office	May 7/02	Corporate Secretariat	Staff to report back on possibility of address changes that align with telephone exchanges	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
P.	Correspondence from Hamilton District Labour Council/HUC Corporation Position Paper	Apr. 30/02	F&CS and HUC	Staff to bring report back	
Q.	HR Matters	May 7/02	Economic Development	Staff to report back	
R.	Municipal Tax Competitiveness Study	May 23/02	Finance and Corporate Services	Referred to a Future COW in September	Nov./02
S.	Options for returning profits - Hydro	June 10/02	Finance and Corporate Services	Staff to report back with options for returning profits	
T.	Capital Program to modify mountable curb driveway approaches	July 2/02	TOE	Three sections tabled pending public consultation	
U.	Roles and Responsibilities of Committee of Adjustment	July 2/02	Planning and Development	Tabled pending further consultation with the community and report back on policy addressing political influence	
V.	Uncovered crossovers on highways	August 6/02	Risk Management and Legal	Staff to bring report back on uncovered crossovers on highways	
W.	Delivery of ambulance services, response times, standards, dispatch	August 6/02	Chief Peace	Staff to bring report back on status of delivery	
X.	Floating Casino - West Harbour	August 13/02	Legal Services	Staff to report back on feasibility of securing a casino license for floating casino	Nov./02

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
Y.	Downtown cleanliness	August 13/02	TOE	Staff to report back on how much it cost to keep the downtown clean prior and during FCM	
Z.	Correspondence from Ministry of Transportation respecting Highway 6 from Highway 5 to Concession	Council Communication of July 10, 2002	TOE	Staff to report back to Committee of the Whole	
AA.	Petition - reduction in speed on Leeming Road	Council Communication of August 14	TOE	Staff to report back to Committee of the Whole	
BB.	Correspondence from Municipality of Niagara respecting Water Quality Protection Strategy	Council Communication of August 14, 2002	TOE	Staff to report back to Committee of the Whole	
CC.	Correspondence from Mr. Reginald Beaudry respecting Tree Species List	Council Communication of September 11, 2002	Community Services	Staff to report back to Committee of the Whole as part of the Forestry Management Plan exercise	
DD.	Hamilton Future Fund	Sept. 10/02	Finance and Corporate Services	Staff to provide monthly reports to Council and Trustee Panel on the approved projects to assist in monitoring	Ongoing
EE.	Services Review - City Maintenance Operations	Sept/10/02	City Manager	City Manager to provide ongoing and final reports to Council on behalf of the Services Review Committee	Ongoing

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
FF.	Report of the Accommodations Study Sub-Committee	Sept. 10/02	Community Services	A meeting of the sub-committee to occur. Staff directed to report back	Nov./02
GG.	Motion - ODSP Bus Pass	Sept. 10/02	Social and Public Health	Staff to report back on feasibility of a subsidy program	
HH.	Fee Waiver Policy	Sept. 10/02	Community Services	Staff to report back as part of the annual budget on the extent to which the City subsidizes third party use	Budget Deliberations
II.	Hamilton's Wastewater System	Sept. 17/02	TOE	Staff to investigate possible partnership re: dredging of the Windemere basin, Updates on compliance, overstrength and surcharge agreements	
JJ.	Subsection g) HMRF/HWRF Pension Administration Sub-Committee Report	Sept. 24/02	COW	Tabled pending delegation from Hamilton Police Association appearing at HSC	October/02
KK.	Development charges and building permit fees for the Hamilton Regional Cancer Centre and St. Joseph's Healthcare	Sept. 17/02	City Manager/ Finance and Corporate Services/ Planning and Development	Deferred for one month	November/02
LL.	By-law to regulate postering of signs on public property	Sept. 17/02	TOE & FCS	Staff to prepare by-law to regulate	

	Issue	Date Action Initiated	Lead Dept/Div	Status	Agenda Item
MM.	Memorandum respecting Taro CLC	Oct. 22/02	TOE	Staff to report back on the legal and enforcement issues surrounding the CLC, council's involvement and certificate of approval	
NN.					
OO.					

SECTION 3

3.1

BRECHIN & HUFFMAN
BARRISTERS AND SOLICITORS

GREGORY A. BRECHIN, B.A.,LL.B.
HERBERT E. HUFFMAN, B.A.,LL.B.
B. SCOTT HENDERSON, B.A.,LL.B.

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(905) 6
FAX (905) 3
E-MAIL shenderson@bh

November 5, 2002

BY FAX TO 546-2095 (1 page)

City Clerk's Office
City Hall, Second Floor
71 Main Street West
Hamilton, Ontario
L8P 4Y5

Attention: Mary Gallagher

Dear Ms. Gallagher,

RE STONEY CREEK NON-PROFIT HOUSING CORPORATION

Please be advised that we are the solicitors for Stoney Creek Non-Profit Housing Corporation. As a result of the recent devolution of housing from the provincial level to the municipal level of government, and the recent amalgamation of the City of Stoney Creek with the City of Hamilton, our client would request an opportunity to make a presentation to the Committee of the Whole of the City of Hamilton with respect to the future of non-profit housing in the community of Stoney Creek and our client's unique position within that community.

Accordingly, our client would request that the writer and a delegation from Stoney Creek Non-Profit Housing Corporation be allowed to address the Committee of the Whole at its January meeting.

We would be pleased to hear from you with details of time and location.

Yours very truly,

BRECHIN & HUFFMAN

B. SCOTT HENDERSON

BSH/js
cc Carl Henderson 578-0293

Gallagher, Mary

3.2

From:	Milsome, Hazel
Sent:	November 12, 2002 3:16 PM
To:	Gallagher, Mary
Subject:	Presentation on Hamilton's Business Improvement Areas
Follow Up Flag:	Follow up
Due By:	November 14, 2002 5:00 PM
Flag Status:	Flagged

Hello Mary. The Hamilton Association of Business Improvement Areas (H.A.B.I.A.) would like to present information on Hamilton's B.I.A.s at a future Hearings Sub-Committee. Would you please let me know whether their request receives approval. Thank you.

3.3

DUNDAS VALLEY SKATING SCHOOL
249 York Road, Dundas, Ontario L9H 1N1

November 16, 2002.

Mr. Kevin Christianson,
City Clerk,
City of Hamilton

Dear Mr. Christianson:

We would like to request to appear at a sub-committee hearing to discuss the ice rates for the Dundas Valley Skating School. We look forward to your reply.

Sincerely,

Tom and Karen Falls
905-627-4293 phone/fax

SECTION 8

CITY WIDE IMPLICATIONS

8.2

CITY OF HAMILTON

CORPORATE SECRETARIAT
Communications

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Anne Louise Heron Executive Director
Date:	October 22, 2002	**Prepared by:**	Thomas Poldre 905-546-2164

SUBJECT: Municipal Advertising (CSE02027) (City Wide)

RECOMMENDATION:

a) That the Executive Director of the Corporate Secretariat be authorized to enter into an agreement, in a form satisfactory to Legal Services, with Brabant Newspapers for the production and distribution of a weekly "At Your Service" municipal advertising flyer for a period of two years from January 1, 2003, to December 31, 2004, with a negotiable third optional year, to provide:

- i) 160,000 copies weekly of a four-page, black type on blue newsprint paper, short-tab size flyer at $10,344 per week plus GST;
- ii) Weekly insertion and distribution of the City's flyer in all Brabant Newspapers editions – Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review;
- iii) Courier delivery of the City's flyer each week to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities;
- iv) Free copies each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries;
- v) Weekly flyer posting on the City's web site;
- vi) Free teaser ads each week in every Brabant Newspapers edition.

b) That the Mayor and the Clerk be authorized and directed to execute the agreement as referred to above in subsection a), in a form satisfactory to the City Solicitor.

a L Heron

Anne Louise Heron, Executive Director
Corporate Secretariat

EXECUTIVE SUMMARY:

The Communications' Division staff recommends the replacement of the weekly Hamilton Spectator "At Your Service" newspaper advertising format with a weekly four-page municipal advertising flyer.

The flyer will be inserted in all Brabant community newspapers -- Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review. The flyer will be delivered by courier to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities. Free copies will be available each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries. The flyer will also be posted on the City's web site.

The switch from the newspaper to the flyer strategy will save the City $150,000 annually while maintaining a distribution quantity equal to the Spectator's newspaper proposal.

BACKGROUND:

Since 1999, the City of Hamilton has dedicated one full page for "At Your Service" municipal advertising in the local news section of The Hamilton Spectator. The page is guaranteed each Friday, and it is located at the last inside page of this section. The ads in this section also repeat in the Hamilton Spectator Free Press, which is delivered to non-subscribers on Saturdays, providing extended market coverage. Advertising space in the Free Press is purchased at an additional weekly cost.

The "At Your Service" page is also posted weekly on The Hamilton Spectator web site, which has its own icon for a direct link to the City's web site.

This municipal advertising page is one component of a multi-media approach to communicating with residents and stakeholders. Other media include broadcast (Hamilton Upfront on CHML AM 900; the monthly Mayor's broadcast on Cable 14) and the City web site.

Last year, the City paid the Hamilton Spectator $727,499 (including GST) for municipal advertising in the "At Your Service" pages. This year, we estimate the same level of expenditure.

City Council has directed staff to reduce annual expenditures on municipal advertising by $150,000. The Communications Division has explored cost-saving opportunities in the area of municipal advertising by issuing two separate Request for Proposal documents:
RFP# C4-01-02 ~ Provision of Newspaper Advertising Space
RFP# C4-03-02 ~ Provision of Direct Distribution Advertising

The first RFP addressed conventional newspaper advertising requirements while the second one explored direct distribution flyer options.

The Hamilton Spectator and Brabant Newspapers replied to RFP# C4-01-02 ~ Provision of Newspaper Advertising Space. Brabant was disqualified because it does not have a publication that serves the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities.

The Hamilton Spectator, Brabant Newspapers, Direct Access Marketing and Valpak of Hamilton replied to RFP# C4-03-02 ~ Provision of Direct Distribution Advertising. Direct Access was disqualified because its proposal – to purchase space in a local retailer's flyer - was deemed inappropriate for municipal advertising. Valpak was disqualified because it could not provide a weekly or bi-weekly venue. Valpak produces a monthly coupon flyer envelope delivered to households from January to November.

ANALYSIS OF ALTERNATIVES:

The qualified proposals are summarized on the following table as to distribution quantity and cost. A synopsis is provided for each proposal after the table. A detailed distribution analysis is provided in the appendix that follows this report.

Qualified Respondent	**Quantity**	**Cost***
The Hamilton Spectator – Newspaper Advertising	159,415	Status quo pricing = $727,000 yr.
Hamilton Spectator Ad Bag Advertising Flyer	208,737	$12,563/wk = $699,005 yr.
Brabant Direct Distribution Advertising Flyer	160,000	$10,344/wk = $575,540 yr.

Note: Annual totals include GST

The Hamilton Spectator – Newspaper Advertising

The Hamilton Spectator offered to hold the line on pricing for ads purchased in its newspaper and in the companion Hamilton Spectator Free Press for non-subscribers. It also offered to provide free teaser advertisements four times each week in the newspaper and once a week in the Spectator TV publication. The free teaser ads are estimated to be worth $153,000. The newspaper pointed out that it discounts the line rate significantly for the municipality. The line rate discount along with the free "At Your Service" posting on the Spectator web site has an estimated value of $450,000 to the City. It should be noted that the newspaper would waive its usual requirement for the City to fill the "At Your Service" page (For reference: to date we've averaged 1 1/3 pages of paid content each week).

This proposal is not recommended because the City will realize no savings.

Hamilton Spectator Ad Bag – Advertising Flyer

The Hamilton Spectator Ad Bag proposal offers a weekly four-page, black & white tabloid size flyer that will be bundled with retail advertising in a clear plastic bag. The proposal offers a free teaser ad each week in the Friday edition of the Hamilton Spectator and the Saturday-delivered Hamilton Spectator Free Press. A free teaser will also appear on the Spectator web site. The teasers have a value of $71,000 per annum.

This proposal is not recommended due to staff's lack of confidence in the bundled delivery format - the City's flyer may become lost in the mix of flyer inserts. In addition, the City will realize only modest savings.

Brabant Direct Distribution – Advertising Flyer

The Brabant Direct Distribution proposal offers a weekly four-page, black type on blue newsprint paper, short-tab size flyer. The flyer will be inserted and distributed in all Brabant Newspapers editions – Ancaster News, Dundas Star News, Mountain News, Stoney Creek News and the Flamborough Review. The distribution by community is outlined in Appendix "A". Couriers will deliver the flyer to households outside of the Brabant Newspapers circulation area including the Glanbrook community and the Hamilton area below the escarpment between the Stoney Creek and Dundas communities. Free copies will also be available each week at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries. Brabant will post the flyer on the City's web site each week. Free teaser ads will appear each week in every Brabant Newspapers edition – an estimated value of $17,222 annually.

This proposal is recommended because the City will achieve its cost-savings target while distributing a quantity equivalent to the Hamilton Spectator – Newspaper Advertising proposal.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial: The Brabant Direct Distribution proposal would save the City $150,000 per annum. Please note that each municipal department is responsible for all costs associated with placing its advertising – a central advertising fund does not exist.

Staffing: The Communications' Division staff would continue to act as the City's advertising placement co-ordinator.

Legal: A two-year agreement, with an optional third year, could be executed in a form which meets statutory requirements and is satisfactory to the City Solicitor.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The Communications' Division staff have consulted with key advertisers throughout the organization including: Purchasing, Design & Construction, Waste Management, Fire, Planning, Water/Wastewater, Finance, Social & Public Health Services, Culture & Recreation staff members.

CITY STRATEGIC COMMITMENT:

Efficient and cost-effective municipal advertising supports the following strategic plan goals of the City:

A Great City in Which to Live
A Healthy, Safe and Green City
A City Where People Come First

APPENDIX "A"

Distribution Analysis by Community

Community	**Hamilton Spectator(1)**	**Spectator Ad Bag**	**Brabant Direct(2)**
Ancaster	6,482	9,562	10,904
Dundas	8,537	11,969	10,808
Flamborough	2,887	10,710	12,084
Glanbrook	2,620	4,470	3,235
Hamilton	116,321	144,111	98,778
Stoney Creek	22,568	27,915	24,191
TOTAL	159,415	208,737	160,000

1. Comprised of Friday paid circulation plus the Hamilton Spectator Free Press distribution on Saturday to select non-subscriber households
    - Free Press is not distributed in the Flamborough and Glanbrook communities
    - According to the September 2002 edition of the Canadian Advertising Rates and Data publication, the Hamilton Spectator newspaper average weekday circulation is listed as 107,870. The circulation is comprised of carrier delivery plus dealer and box distribution.

2. Comprised of audited circulation of free community newspapers plus courier deliveries, apartment lobby bulk deliveries, Canada Post deliveries and bulk quantities available at select retail outlets and postal stations as well as City Hall, Municipal Service Centres and all libraries

3. Audited sources (e.g., Canadian Advertising Rates and Data) are based solely on circulation numbers.

SECTION 12

CITY WIDE IMPLICATIONS

CITY OF HAMILTON

12.1

PLANNING AND DEVELOPMENT DEPARTMENT
Long Range Planning and Design Division

TRANSPORTATION, OPERATIONS, AND ENVIRONMENT DEPARTMENT
Infrastructure and Environmental Planning Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Lee Ann Coveyduck General Manager Peter Crockett General Manager
Date: **File:**	November 1, 2002 Y72.4.7.0	**Prepared by:**	L. Harvey 643-1262 X276 M.L. Tanner 540-5101

SUBJECT: **Community Partnership for Ecological Monitoring and Reporting (PD02227) (TOE02199)**

RECOMMENDATION:

(a) That the City of Hamilton support the partnership between Environment Canada Ecological Monitoring and Assessment Network Canadian Community Monitoring Program, the Canadian Nature Federation and Environment Hamilton.

(b) That staff in the Planning and Development Department, Transportation, Operations and Environment Department (TOE), and Legal Services be authorized and directed to negotiate a partnership agreement to provide in-kind contributions with the Environment Canada Ecological Monitoring and Assessment Network Canadian Community Monitoring Program, the Canadian Nature Federation and the local regional co-ordinator and delivery agent, Environment Hamilton.

Lee Ann Coveyduck
General Manager
Planning and Development Department

Peter M. Crockett, P.Eng.
General Manager
Transportation, Operations and
Environment Department

EXECUTIVE SUMMARY:

The purposes of this report are to:

(1) advise Council of an opportunity to partner with the Federal Government, the Canadian Federation of Nature and Environment Hamilton in a project of community-based ecological monitoring that will contribute to fulfilling goals of the city's strategic commitments in Mission, Vision, Values, and Goals and VISION 2020; and will provide ecological information for use in City projects such as the VISION 2020 Sustainability Indicators Project, Environmental Assessments, Natural Heritage Planning, Growth Related Integrated Development Strategy (GRIDS), the Integrated Management System (IMS), and the Red Hill Valley Project; and,

(2) seek approval for staff in the Planning and Development Department and TOE Department to proceed with negotiating a partnership agreement to provide in kind support to the local Ecological Monitoring Project. In-kind support would consist of an additional section in the VISION 2020 Indicators Report, distribution of the community ecological monitoring information through the existing Indicators Reporting Process. This will allow access to the scientific research from the local (Hamilton) network for use in a variety of City projects.

BACKGROUND:

Each year since 1995 the City has published an Annual Sustainability Indicators Report that tracks Hamilton progress toward the goal of creating a sustainable community. The report is released to the public and City Departments for discussion and debate in a process of evaluation, learning, and change. This is an important part of VISION 2020's continuous improvement cycle of "Planning, Doing, Checking and Revising".

Over the past year, Environment Canada's Ecological Monitoring and Assessment Network (EMAN) and the Canadian Nature Federation have been conducting a pilot study on community-based monitoring across Canada. The success of this pilot project has resulted in the establishment of the national Canadian Community Monitoring Networks. Hamilton has been chosen as a participant in the initial project, which is funded by the Federal Government and delivered by Environment Hamilton. One of the reasons Hamilton was chosen, as part of this National Program was because of VISION 2020 and the City's role as a model Agenda 21 sustainable community.

Staff from Environment Canada, the City of Hamilton, Environment Hamilton, and the Canadian Nature Federation have discussed their similar policy goals for monitoring progress. It was realized that each party had an existing program that could collectively contribute to the overall goals of a healthy environment, public participation and local decision-making. Staff has been co-operating to develop a proposed partnership to achieve common goals. In this partnership the Federal Government would provide standardized scientific protocols for collecting and analyzing the data. Environment Hamilton's role is the local program delivery agent and is supporting the community volunteers that will be collecting data on ecological change. Data analysis would be done both locally through Environment Hamilton and nationally through Environment Canada.

The City will report the results of the analysis to decision makers and various City projects and planning exercises through the Annual Sustainable Community Indicators report program. Wider communication of the results to the public and community monitoring volunteers will also occur through this existing process. In this way the results will be shared in a timely manner with decision makers and stakeholders and be available for analysis within the context of Hamilton's progress toward a sustainable community. The scientific data will also be used in Environmental Assessments conducted by the City, as well as other City policy projects (e.g. GRIDS, Natural Heritage Planning), and ongoing projects such as IMS and the Red Hill Valley Project.

ANALYSIS OF ALTERNATIVES:

The use of public private partnerships is recognized as a key tool in strategies for sustainability. In this partnership, the City and citizens take on no onerous financial or staff burdens while being able to reap the benefits of the significant financial investment that the Federal Government has made in creating the EMAN scientific protocols and developing the Community Monitoring Networks. The City and citizens also benefit from the commitment and hard work of community volunteers.

The social capital that is created when citizens actively work towards shared goals in the community is a key goal of Vision 2020 and a best practice in community development. In facilitating a process where this can occur, the City gains an immeasurable benefit in terms of developing Hamilton as a caring community.

The alternatives available for generating this level of information on the state of ecosystems would involve establishment of new programs, including training participants in a methodology that is scientifically credible. Setting up networks and technical resources to serve these programs would also involve additions to the operating budgets of the departments involved whereas the partnership agreement would not incur any increase in the operating budgets of Planning and Development or TOE.

No existing alternative can build social capital for Hamilton while generating ecological data that serves both Hamilton and a national data network.

Another alternative is to choose not to partner in this process, but to provide Council's endorsement of the project (i.e. Recommendation No. 1 only). This would leave Environment Canada and Environment Hamilton to collect the data and report to the national system. This option provides data to the City indirectly through access to the national system, but does not provide a process where the information is directed toward local decision making, project work and planning processes where it is most useful to Hamilton.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The role for the City in this partnership will have minimal financial and staffing implications. The City's role involves making information available to decision makers and various City projects through the existing VISION 2020 Annual Sustainable Community Indicators Report Program and other reporting processes that may be appropriate. This reporting function can be accommodated within the current operating budget for the Long Range and Community Planning Section. Additional dissemination of the information that may be utilized for other processes and projects such as; the GRIDS, the IMS, Environmental Assessments and the Red Hill Valley Project. These can be accommodated within the Environmental Planning and Management Section and the Red Hill Valley Project of the TOE Department with no budgetary impact. The reporting function will also involve staff resources to liaise with the community partners.

It is anticipated that the project can be accommodated within the City's existing technological resources. Legal aspects of the partnership will be accommodated through advice from the City's Legal Services Division.

POLICIES AFFECTING PROPOSAL:

There would be no change to City policies. The partnership agreement and support for the local EMAN network would contribute to implementing existing City policies and Council's Mission, Vision, Values, and Goals.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

The partnership will provide valuable information to assist in the TOE Department projects such as the GRIDS and the IMS as well as feeding into ongoing work of the Environmental Planning and Management Section and the Red Hill Valley Project.

The Natural Heritage Section of the Planning and Development Department also supports the creation of this partnership as it will help fulfil a recognized need for long-term ecological monitoring.

CITY STRATEGIC COMMITMENT:

Council's Mission Vision Values and Goals statement commits to Hamilton as a sustainable community and to implementing the strategies of the VISION 2020 Program. VISION 2020 is the program that delivers on Council's commitment to a sustainable community.

In addition to maintaining the economic and social systems on which we depend, the creation of a sustainable community requires both managing the environment to identify and address negative impacts of human activity, and actively involving people in the process. Sustainability also requires sharing information and making decisions in an open and transparent manner.

For these reasons, the proposal to form a Federal/Municipal/Community partnership is consistent with the principles, goals and strategies of VISION 2020 sustainable community initiative and with Mission Vision Values and Goals statements. Specifically, the partnership will address many of the VISION 2020 strategies and goals to ensure public activities and decisions at all levels of government are co-ordinated, efficient, effective and easily accessible to all citizens, to build community capacity and to maintain a healthy environment.

:LH/MLT

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2002

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE

BUDGET

Wednesday, November 27, 2002

1:00 p.m.

Council Chambers
71 Main Street West
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. BUDGET DISCUSSION

2.1 2003 Water & Wastewater Rate Supported budget (FCS02120/TOE02200) (City Wide)

3. ADJOURNMENT

CITY WIDE IMPLICATIONS

2.1

CITY OF HAMILTON

FINANCE & CORPORATE SERVICES
Budget & Fiscal Policy Services
and
TRANSPORTATION, OPERATIONS & ENVIRONMENT
Water/Wastewater Division

Report to:	Mayor and Members Committee of the Whole	**Submitted by:**	Joseph L. Rinaldo General Manager Peter M. Crockett, P.Eng. General Manager
Date:	November 21, 2002	**Prepared by:**	M. Zegarac Ext. 2739 R. Rossini Ext. 4523 T. Hewitson Ext. 4159 L. Di Gironimo Ext. 4254

SUBJECT: 2003 Water & Wastewater Rate Supported Budget .
(FCS02120/TOE02200)(City Wide)

RECOMMENDATION:

a) THAT the metered water rate effective January 01, 2003 be increased by 8.9% from $0.616 to $0.671 per cubic meter;

b) THAT the metered sanitary sewer rates effective January 01, 2003 be 100% of the water charge;

c) THAT the combined “non-metered” water and wastewater services be charged at the fixed rate of $528.93 per annum;

d) THAT the Water and Wastewater User Fees be approved as per Appendix “G” to FCS01120/TOE02200;

e) THAT the 2003 Water and Wastewater Rate Supported Operating Budget in the amount of $115,924,850 be approved as per Appendix “C” to FCS02120/TOE02200;

f) THAT the long-term financing plan for Sustainable Asset Management (SAM), Wastewater Investment Needs and Strategies (WINS) and Water Quality initiatives (WQI) and related rate increases required to meet sustainable financing by 2007, as identified in the 2004-2012 Water and Wastewater Rate Supported Operating Budget forecast (Appendix E) be approved in principle;

h) THAT the 2004 – 2012 Water and Wastewater Rate Supported Capital Budget forecast and financing plan (Appendix H) be approved in principle;

i) THAT the Co-ordinated Roads ($6.5 million) and Storm ($2.5 million) projects listed in Appendix P be approved prior to the 2003 Tax Capital Budget and that the allocated block funding be adjusted accordingly.

j) THAT the Director of Legal Services & Corporate Counsel be authorized to submit, for Council's approval, the necessary by-law for the purpose of establishing the water and wastewater utility rates and related user fees.

Joseph Rinaldo

Joseph L. Rinaldo, General Manager
Finance and Corporate Services

Peter M. Crockett, P.Eng., General Manager
Transportation, Operations & Environment

EXECUTIVE SUMMARY:

The 2003 Water and Wastewater Budget is submitted to Council for consideration. This report provides the relevant recommendations and a summary excerpt from the 2003 Water and Wastewater Budget book which has been circulated under separate cover. The following schedule identifies the anticipated approval process:

REVISED PROPOSED 2003 RATE BUDGET SCHEDULE	
DESCRIPTION	**TARGET DATE**
Distribution of Rate Budget Book	November 21st
Council Information Session	November 27th
Committee of the Whole consideration of Rate Budget (Special COW) (Previously Scheduled for Dec. 2nd.)	December 6th
Tentative Committee of the Whole consideration of Rate Budget (if necessary, as determined by Council)	December 10th
Final Council consideration of Rate Budget	December 11th

The 2003 Rate Budget proposes a 8.9% increase in water/wastewater rates (versus 15% identified in the 2002 Rate Budget) while still keeping the City on track towards its goal of achieving a sustainable system and pricing by 2007.

BACKGROUND:

2003 Rate Budget Priorities

This report presents the City of Hamilton's 2003 Rate Supported Operating and Capital Budget. The City of Hamilton, through the initiatives identified in the Water and Wastewater Budget, will continue to focus on striving to achieve a sustainable water and wastewater system. The City of Hamilton anticipates meeting its target of a sustainable water and wastewater system through the co-ordination and integration of the initiatives listed below.

- Sustainable Asset Management (SAM)
- Wastewater Investment Needs and Strategies (WINS)
- Water Quality Initiatives (WQI)

The underlying financial assumption to support these initiatives is a sustainable pricing strategy.

Water Quality & Wastewater Investment Needs and Strategies

In 2003, the Water Quality Section will continue driving key programs forward that will improve the health of our environment as well as to continually improve our water treatment systems. With the unveiling of The Hamilton Harbour Remedial Action Plan (HHRAP) stage II, the City, its Mayor and Council have committed to meeting initial targets by 2003 and to continue moving towards meeting final targets by 2015. This commitment requires further significant investment in our wastewater treatment facilities and associated combined sewer overflow system.

The Wastewater Investment Needs and Strategies (WINS) program will continue to be the primary mechanism in which our collection and treatment systems will be developed to meet current and future environmental and developmental goals. WINS will take inventory of the current system capacities and undertake optimization studies to maximize available capacities. Then utilizing the format of a master planning strategy, to identify the most efficient methods to meet the needs of the City and its environment all while undertaking public consultation.

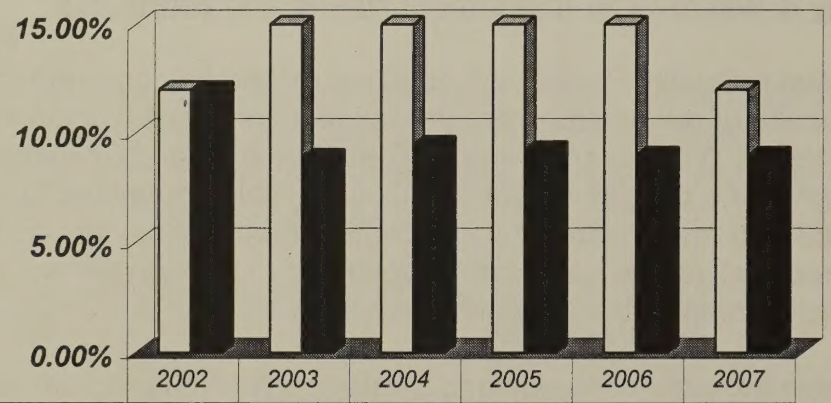
Proposed 2003 Water and Wastewater Rates

In 2002, Council continued its commitment to a sustainable water and wastewater system by adopting the principle of sustainable pricing through a 12% increase in utility rates. While staff were in strong support of an accelerated sustainable pricing strategy (requiring a 15% rate increase), anticipated economic instability led staff to recommend a 12% rate increase. By Council approving a rate increase lower than 15% in 2002, the achievement of the long-term rate strategy would be delayed by one year (2007 versus 2006).

While staff continue to support the need for a sustainable financing strategy, so as to support a sustainable water and wastewater system, the need to ensure overall affordability is clearly forefront in the decision making process. For 2003, staff are recommending a water and wastewater rate increase of 8.9%. With respect to the long-term financing plan, staff are proposing a financing strategy that calls for annual rate increases in excess of inflation over the period 2003 to 2007 (refer to 10-Year Operating Plan). Beyond 2007, staff anticipate the need for inflationary rate increases. Under the proposed 10–year financing plan, a typical residential water and wastewater charge in 2007 would be approximately $623, a difference of approximately $165 per household from the 2002 10-year financing plan.

The proposed financing plan continues to move the City towards sustainable water pricing and still meets all identified infrastructure requirements. It is important to note that staff have been able to achieve this through increased debenturing ($126 million) of the 10-year capital forecast, thereby lowering utility rates in the short-term.

Comparison of Required Annual Rate Increases of Previous Financing Plan vs. Proposed Financing Plan



	2002	2003	2004	2005	2006	2007
☐ *Previous Financing Plan*	12.00%	15.00%	15.00%	15.00%	15.00%	12.00%
■ *Proposed Financing Plan*	12.00%	8.90%	9.50%	9.25%	9.00%	9.00%

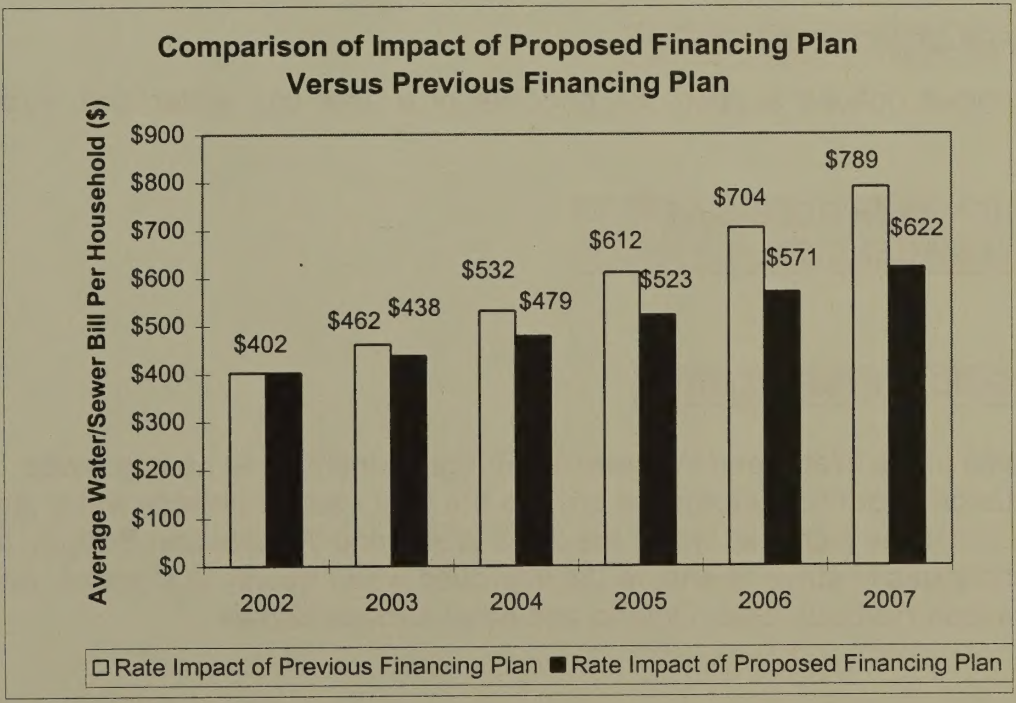
Council should be aware that approving a rate increase lower than 8.9% in 2003, may negatively impact the long-term financing plan, impacting the ability to meet future infrastructure investment needs. Under the recommended long-term utility rate strategy sustainable pricing would still be achieved in 2007.

Through a rate increase of 8.9%, the volumetric rate would increase from $0.616/m3 to $0.671/m3. The wastewater surcharge would continue to be equal to 100% of the water charge.

The following table identifies the impact of the proposed rate increase on a residential customer:

IMPACT OF RECOMMENDED 2003 WATER AND WASTEWATER RATE INCREASE ON A TYPICAL RESIDENTIAL BILL		
(based on annual water consumption of *300m3*)		
2002 Residential Bill		$402
Recommended Increase	**8.9%**	**$36**
2003 Residential Bill		$438

Projections in the 2002 Budget identified significant rate increases over the next several years which would have resulted in a doubling of rates over the period 2002 to 2007. The increases continue to be driven by the capital program. The forecast has been reviewed as part of the 2003 budget process and has been revised resulting in proposed rates increasing by only 55% over the same period (versus almost 100%).


Comparison of Impact of Proposed Financing Plan Versus Previous Financing Plan

Program Enhancements

In 2003, staff are recommending program enhancements totaling approximately $2.9 million. The enhancements are: an interim Low-Income Subsidy Program ($500,000), a Phased-In Wastewater Abatement Program ($900,000), a contingency to accommodate the impact of the Safe Drinking Water Act ($250,000) and an increase to water and wastewater reserves ($1,200,000). In the companion report to the 2003 Water and Wastewater Budget titled “Low-income Water and Wastewater Assistance Program (FCS02126/SPH02027), staff provide a number of subsidy program options for Councils consideration. Similarly, the staff report, Wastewater Abatement Program (FCS02125/TOE02201), provides Council with two wastewater abatement programs for consideration.

ANALYSIS OF ALTERNATIVES:

The 2003 Rate Budget Report and related companion reports present various program options.

FINANCIAL IMPLICATIONS:

N/A

STAFFING IMPLICATIONS:

N/A

LEGAL IMPLICATIONS:

The Director of Legal Services & Corporate Counsel should develop the necessary bylaw for the purpose of establishing water and wastewater utility rates and related user fees.

POLICIES AFFECTING PROPOSAL:

The recommended options support the principle of a user pay water and wastewater system.

CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:

N/A

CITY STRATEGIC COMMITMENT:

One of the goals of the Water and Wastewater Budget continues to be to provide exceptional customer service, as well as provide the best / safest potable water supply. Also, through initiatives identified within the 2003 Water and Wastewater Budget, the City of Hamilton continues to strive to ensure the improved water quality in streams, Cootes Paradise, Hamilton Harbour, Lake Ontario and other surface bodies .

CA5 ON HAM
A34
2002

City of Hamilton

AGENDA

COMMITTEE OF THE WHOLE

BUDGET

Monday, December 2, 2002

9:30 a.m.

Carmen's Banquet Centre
1520 Stone Church Road East
Hamilton, Ontario

Kevin C. Christenson
City Clerk

Please note: All cellular telephones and pagers to be switched to a non-audible function during Council and Committee meetings.

Agenda available on-line at www.city.hamilton.on.ca
(click on "City Government")

1. DECLARATIONS OF INTEREST

2. BUDGET DISCUSSION

2.1 Principles

a) Sustainable Fiscal Management
b) Pay-As-You-Go
c) User Pay
d) Others?

2.2 Opportunities

a) Revenue Opportunities
  i) Structured Session/Principles
  ii) Brainstorm

b) Cost Reductions Opportunities
  i) Structures Session/Principles
  ii) Brainstorm

2.3 Projects

a) Alternative Funding Sources for Projects on the Horizon

3. PRIVATE AND CONFIDENTIAL

4. ADJOURNMENT

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